DOCUMENT RESUME

ED 211 231 PS 012 609

TITLE	Corporations and Two-Career Families: Directions for the Future. A Report Based on the Findings of Two National Surveys.
INSTITUTION	Catalyst, New York, N. Y.
SPONS AGENCY	EXXON Corp., New York, N.Y.
PUB DATE	81
NOTE	99p.
EDRS PRICE	MF01/PC04 Plus postage.
DESCRIPTORS	Adults; Day Care; Demography; *Employed Women; *Employer Attitudes; *Employer Employee Relationship; *Family Attitudes; *Family Problems; National Surveys; Organizational Change; *Organizational Climate; Policy; Questionnaires; Research Methodology; Spouses; Stress Variables; Tables (Data)
IDENTIFIERS	Corporations; *Dual Career Family

ABSTRACT

Two surveys were conducted to further increase understanding of two-career families and the corporations that employ them. First, questionnaires sent to Fortune 1300 corporations probed for awareness on the part of corporations of the problems of two-career couples and attempted to elicit evidence of new policy planning. A total of 374 companies participated in the corporate survey by answering four-page questionnaires. Additionally, two-career couples were recruited for participation in a survey through announcements in selected magazines and through a nationally syndicated United Press International column. Of the more than 2,000 couples who volunteered, 815 qualified for the couples survey. (To qualify for participation the wife had to have a career in the business community.) Wives and husbands answered virtually identical sets of questions, each of which was six pages in length. Results of the surveys and implications for corporations and couples are discussed. Tables of data and descriptions of aspects of research methodology employed in the surveys are appended. (Author/RH)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

catalyst Career and Family Center

A report based on the findings of two national surveys

Corporations and Two-Career Families: Directions for the Future

ED211231

PS 01 2609

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

X Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Melinda S. Walsh
Catalyst
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

catalyst Career and Family Center

A report based on the findings of two national surveys

Corporations and Two-Career Families: Directions for the Future

PS 012609

The two national surveys were made possible by a special grant from Exxon Corporation

© Catalyst, 1981

ACKNOWLEDGMENTS

Catalyst sincerely thanks Exxon Corporation for providing the funding that enabled us to design and conduct the two surveys which form the data base of this report.

TABLE OF CONTENTS

Catalyst 1

Genesis of the Career and Family Center. 1

Overview and Summary of the Two Surveys. 3

Implications for Corporations and Couples. 7

A Plan of Action 10

The Corporate Survey Data. 11
- Corporate Attitudes About Two-Career Families 11
- Numbers of Relocating Personnel 12
- Resistance to Relocation. 13
- Relocation and the Two-Career Couple. 13
- Nepotism. 14
- Corporate Attitudes Regarding Parenting 15
- Corporate Practices for Parents 15
- Corporate Satisfaction in Handling of Two-Career Families' Problems 17

The Couples Survey Data. 18
- Demographics of Respondents 18
- Career History. 18
- Location of Two-Career Couples. 19
- Reasons for Choosing Location 19
- Relocation. 20
- Relative Importance of Careers. 20
- Priorities Regarding Career and Family. 21
- Children. 22
- Child Care. 22
- Division of Household Responsibilities. 23
- Problems of Two-Career Couples. 24
- Easing the Problems of the Two-Career Family. 25
- Advantages of Combining Career and Family 25
- Disadvantages of Combining Career and Family. 27
- Satisfaction. 27
- Perfectionism 29
- Health. 29
- Perfectionism and Health. 30
- Satisfaction and Health 31

Appendix A: Tables for Corporate Survey 32

Appendix B: Methodology for Corporate Survey. 48

Appendix C: Tables for Couples Survey 55

Appendix D: Methodology for Couples Survey. 88

This report was written and produced by the staff of the Career and Family Center.

The Survey of Corporations and the Survey of Two-Career Couples were designed and analyzed by Baila Zeitz, Ph.D., Director of Research. Patrick McGuire of the Conference Board lent his expertise in the design phase of the project. Gary Brill helped with the data analysis, and Sharon Jaffe assisted with research.

Our gratitude goes to UPI columnist, Jeanne Lesem, and the editors of Glamour, Savvy, Vogue, and Working Woman, whose announcements enabled us to recruit a national sample of two-career couples for our research.

We extend our special appreciation to all the respondents to the corporate survey and to the couples who participated in the couples survey.

Catalyst is the national nonprofit organization that works to foster the full participation of women in corporate and professional life. Our emphasis is threefold: expanding women's career options, furthering their upward mobility, and helping to reconcile the needs of the workplace and the family. Catalyst provides information through publications, films, reference services, conferences, a network of 224 affiliated resource centers, and a comprehensive library and information center which is open to the public. We also work with corporations to conduct innovative programs that can be duplicated nationwide and to open lines of communication between women and employers so that they can recognize and respond to each other's needs.

Anticipating the needs of the future, Catalyst established the Career and Family Center in May 1980, with a grant from the W. K. Kellogg Foundation, to research and disseminate information and stimulate discussion on issues that affect two-career families and the companies that employ them.

The barriers to the upward mobility of women which result from combining a career with family life are compounded by employers who feel they need additional information and innovative solutions to the problems generated by two-career families. Catalyst has observed, however, a change in the attitudes and practices of employers over the last decade. Ten years ago, corporate officials were deaf to the needs of upwardly mobile women--they really thought women were going to go away. But as recently as two years ago, when we explored the questions of two-career families with companies prior to establishing the Career and Family Center, it was obvious that the two-career family was already perceived as a problem--not just a women's problem, but a problem of all young employees.

Our challenge then was clear: to help the corporate community create an environment in which young men and women could have families without suffering the stress which interferes with both their productivity at work and their capacity to care for their children. Our decision to establish a center that would study these problems implied increasing concern on the part of Catalyst for opening options to men as well as to women.

Catalyst has chosen to focus on the specific needs of the two-career family as opposed to the two-paycheck family. We define "career" as attitudinal on the part of the individual, encompassing any lifelong work characterized by strong commitment, personal growth, and increasing levels of responsibility. Although Catalyst does not advocate any one lifestyle over another, and although we recognize

that the problems of all two-paycheck families are indeed difficult ones, we have discovered that these problems are compounded for couples who elect to combine both family and career. Because career-oriented individuals are highly valued by their employers, they are likely people for whom accommodations might be made and flexible schedules introduced. The solutions to the problems of this group may then be transferred to others.

The first of the Center's information-gathering projects was the publication of Two-Career Families: A Bibliography of Relevant Readings. The bibliography is a comprehensive collection of information available on two-career family issues as they affect women, men, and their corporate employers. The range of topics includes alternative work patterns, child care, corporate policy, economic trends and forecasts, and household management.

Work on the bibliography led to a second project, the development of a special section of the Catalyst library devoted specifically to the collection of information on two-career family issues.

A major function of the Center is to serve as a clearinghouse of information on two-career family issues. As part of this communication process, two issues of a quarterly newsletter for human resources officers and two-career families, Career and Family Bulletin, have been sent to a mailing list of 12,000. The newsletter explores two-career issues from the perspective of the corporation and the family. Examples of successful corporate programs and creative family solutions are featured to stimulate new thinking.

Finally, the Center develops new programs and services in response to the concerns of two-career families and their corporate employers. A series of discussion groups--one for human resources officers and one for two-career couples--has been planned for Dallas, New York, Chicago, and Los Angeles.

In the fall 1980, Catalyst conducted two surveys, funded by Exxon Corporation, to further increase our knowledge of two-career families and the corporations that employ them.

In October 1980, we sent questionnaires to the Fortune 1300 corporations in order to explore current attitudes and practices regarding two-career issues. The questionnaire probed for awareness on the part of corporations of the problems of two-career couples and attempted to elicit evidence of new policy planning.

In October and November 1980, Catalyst recruited two-career couples through announcements in carefully selected magazines and through a nationally-syndicated United Press International column. To qualify for participation in the couples survey, the wife had to have a career within the business community. The husband, however, could be pursuing any kind of professional career. The couples survey was limited to women in the business sector for several reasons: Seventy-two percent of the work force is concentrated in business; business careers are among the most demanding and provide a wide spectrum of problems; the findings are likely to be transferrable from the private to the public sector; and Catalyst has a history of involvement with the business community.

Three hundred seventy-four companies participated in the corporate survey by answering four-page questionnaires. Eight hundred fifteen couples (1,630 respondents) of the more than 2,000 couples who volunteered qualified for the couples survey. Wives and husbands answered virtually identical sets of questions, each of which was six pages in length.

Major questions addressed in the corporate survey included:

- Are recruitment practices, productivity, and profits affected by the problems of two-career families?
- What specific steps are corporations taking to alleviate the problems of two-career families?
- How satisfied are corporations with formal or informal programs that have been initiated?
- What further steps would corporations like to take to address these complex issues?

Major questions addressed in the couples survey included:

- What are the social, economic, and geographic characteristics of two-career couples?
- How are wives balancing the demands of individual effectiveness in business careers with responsibility to their husbands and children? What is most important?
- How are couples dealing with relocation?
- How are they dealing with child care?
- How do they divide household responsibilities?
- How satisfied are they with their careers, with their marriages, and with the way they're combining the two?
- Do they suffer excessive stress?

Seventy-six percent of the corporate respondents replied that companies were concerned about two-career family problems because such issues could affect recruiting, employee morale, productivity, and ultimately corporate profits. More than three-quarters of the sample did not feel that becoming more involved in the issues of two-career families would violate the privacy of employees. A majority also felt that they had the resources to assist in solving the problems. A substantial minority (45%), however, felt that the difficulties two-career families face had not yet affected their operations.

Relocation

The companies surveyed reported that they were concerned with the issues of relocation, particularly the unique difficulties it posed for two-career couples. Two-thirds of the corporate respondents said they had experienced increased resistance to relocation. They listed financial reasons as the primary obstacle; and to offset this they reported that they were offering costlier packages of financial assistance.

Eighty-eight percent of the respondents anticipated that the proportion of newly-hired and relocated employees married to people who already had careers would increase in the next five years. They added, however, that they were unlikely to assist the spouse with finding employment in the new area unless the employee specifically requested such help. Companies that reported they did provide help for the spouse were most likely to offer informal contacts with other companies or job counseling.

Parenting

Corporate perceptions about who cares for children have changed. Although most respondents felt that, among two-career couples in their company, parenting responsibilities were primarily assumed by women, 83% said they believed that men were increasingly feeling the need to share parenting responsibilities. The majority reported that any position in the company could be attained by a woman or man who chose to combine parenting with a career.

Flexible Practices

The change in attitudes about parenting has not yet been reflected in corporate policy. The discrepancy between the number of corporate respondents who favored innovative practices and the number of companies which actually had them was great, particularly for cafeteria approach to benefits, financial support of community-based childcare facilities, flexible work hours, and flexible work places. (Cafeteria benefits refers to a flexible, coordinated approach to a benefits program, which allows the employee to select from a range of benefits those most appropriate to his or her needs.)

On a scale of responses ranging from "very negative" to "very positive," participating companies reported they felt only slightly positive about the way problems of two-career families were currently being handled. They said they were eager for information, education, and research about what other companies were doing, how well new practices were working, and how they could apply what has already been learned.

Our sample of 815 two-career couples was younger, more highly educated, and higher salaried than average two-paycheck couples. Although wives' salaries were lower than husbands' salaries, the discrepancy was much narrower than that reported for the general population of working women and men. This discrepancy in salaries between husbands and wives was in part accounted for by the fact that the wives were younger and had not worked as long as their husbands had.

Location and Relocation

Although most husbands and wives said that their careers were equally important, in practice they tended to reflect traditional patterns. Couples most frequently chose their current location primarily because of the husband's job opportunities, and about twice as many husbands as wives had relocated for their own careers. Most couples seemed to think of themselves as a family unit. A large percentage reported that they would be likely to move again only if the net gain for the family was irresistible, or if the spouse could at least maintain his or her current career level.

Wives and husbands almost unanimously thought that companies should help spouses of relocating employees. But they favored less formal forms of help, such as job counseling or placement through informal contacts, rather than guarantees of placement with the same company or a neighboring one.

Priorities

Careers were important to these couples, but a majority of wives and husbands said family was more important. An even larger majority of wives and husbands said that family would be relatively more important than career ten years from now.

Children and Child Care

Forty percent of the couples already had children, and an additional 23% wanted one or more. Seventeen percent had definitely decided not to have children.

According to the couples survey, women do not choose to stay home for long periods of time when their babies are born--contrary to the fears of employers. The median time taken off by survey respondents was 12 weeks; 37% took between 1 and 8 weeks, and an additional 32% took 9 to 18 weeks. Thus 68% of the mothers were back at work four months after their babies were born. Paternity leave was almost nonexistent among our participants.

Managing Household Responsibilities

Wives reported that they still had much more responsibility at home than their husbands did; tasks continued to be divided in traditional ways. Wives and husbands agreed on perceptions of "who did what." Wives were more likely to be responsible for laundry, cooking, household and grocery shopping, and housecleaning. Husbands were likely to be responsible for car and home maintenance and repair, and for yardwork and gardening. Husbands had a slightly more than equal share in major decisions and major purchases despite the fact that wives were more likely to handle actual bill paying.

Significantly, child care was more equally shared than many other tasks, although wives assumed slightly more responsibility. Disciplining of children was equally shared.

Problems and Solutions

Wives and husbands agreed that the most troublesome problems with combining career and family were "allocation of time" and "financial issues," followed by "poor communication" and "conflicts over housework." Wives, however, perceived problems as more severe than husbands did.

Wives and husbands had different perceptions of what would make combining career and marriage easier. Wives thought "more household help" was most important, followed by "more time." Many thought that more liberal policies on the part of their employers would help. Men

thought "more time" would be most helpful, then "more success" and "more money."

Advantages and Disadvantages

A large majority of the couples agreed that "more money" was the single most important advantage of being a two-career couple. Second and third in importance were "autonomy for both" and "growth."

Wives thought "too much to do" was the greatest disadvantage of their chosen lifestyle, followed by "not enough time together;" husbands thought that "not enough time together" was the primary disadvantage.

Satisfaction

Wives and husbands reported that they were quite satisfied with their marriages, and somewhat less satisfied with their careers and with the way they were combining both. Wives were more satisfied with their careers than their husbands were.

Health

Wives reported more physiological and psychological symptoms of stress than their husbands did. Wives were more perfectionistic--demanding more of themselves and others, blaming themselves more when things went wrong at work or at home. But the correlations among problems, perfectionism, and health were strong and identical for wives and husbands: Men and women who thought perfectionistically perceived more problems in combining career and marriage; and men and women who thought perfectionistically felt more stress.

Conversely, men and women who were more satisfied with their careers and more satisfied with their marriages were also healthier. Those who were satisfied with their combination of career and marriage were healthiest of all.

Baila Zeitz

Baila Zeitz, Ph.D.
Director of Research

Corporate Needs and Responsibilities; Recommendations for Future Change

Catalyst's analysis of the data from the two surveys is informed by our history of involvement with professional women. This experience includes a decade of dialogue with the corporate community, with corporate women and, more recently, with two-career couples; an exhaustive review of pertinent literature; a demographic study; and group meetings with corporate policy makers, two-career couples and students headed for business, professional, and technical careers.

Corporations are mindful of the problems of two-career families and of the potential negative effects of these problems on recruitment, employee morale, and productivity. But corporate practices lag behind their more responsive attitudes. Although a majority believe the number of two-career families will increase and that becoming involved in the needs of two-career families does not violate privacy, they have not yet collected information on the number of two-career families they employ. For example, while a majority of businesses feel that men want to share parenting responsibilities, only 9% of the corporations currently offer paternity leave. Clearly this discrepancy between attitudes and practices indicates that there is fertile ground for the testing of new corporate practices. We view these responsive corporate attitudes as the recognition that precedes change.

Collecting Personnel Data

Collecting basic data on their two-career couples and on the issues concerning them would enable corporations to better explore the range of responses they could make. Corporations might investigate the following areas: How many employees are members of two-career families?; What do their employees' spouses do?; Where do the spouses work?; Where do these employees think the company would be most helpful regarding specific issues such as relocation, child care, and benefits?

Relocation

Today's two-career couples are likely to think of their careers as equally important. Those under the age of thirty are particularly likely to think so, and there is every indication, from interviews with undergraduate and graduate school students, that this perception will become more widespread. But while couples are quite satisfied with their careers and demand high performance of themselves at work, they rate family even higher than career in importance. Thus the issue of relocation becomes a difficult one.

It is our impression that couples have always made decisions which benefit the family as a whole. In the single-career family, in which the husband is the sole wage earner and the wife is responsible for home and children, family decisions are based on his career needs. In families where both husband and wife are pursuing careers, but the wife's income is substantially lower, family decisions still tend to favor his career. Indeed, survey participants chose their present locations primarily for the husband's career needs. But as the discrepancies in salary between husbands and wives narrow and disappear, and sometimes reverse in favor of the wife, decisions about relocation and child care will reflect these changes. Even now, a majority of the couples say that in the future they would be likely to relocate only if the spouse could at least maintain the current career level, or if the net gain to the family were irresistible.

Our recommendations are based in part on what some companies are already doing and in part on couples' valid preferences. Many couples, for example, thought that job counseling for spouses of relocating employees would be the most helpful of all possible aids to relocation. Many companies already routinely provide counseling on communities, schools, transportation, and housing. Counseling on availability of jobs in the new area would be a natural addition.

Spouses also welcomed help through informal contacts with other companies.

In addition, companies could investigate establishment of geographic consortia where information on open positions is shared.

Child Care

The same principle of decision making based on the good of the family unit holds true for infant and child care. Currently, wives are taking leave to attend to infants, but they are returning to work quickly; husbands are more likely to share child care than household responsibilities. As salary discrepancies narrow, there will be a greater tendency for wives and husbands to share infant care. This is consistently confirmed by male undergraduate and graduate students who regret their fathers' absentee parenthood and express the desire to participate actively in the rearing of their children. Additionally, our sense is that as women become critically valuable within their companies, their employers will begin to suggest that couples share infant care. Paternity leave is a specific benefit which, in the long run, would be of value to companies, since it minimizes the length of time any one valuable employee has to take when a child is born.

Although couples report being moderately satisfied with current childcare arrangements, this attitude may reflect the need of parents to believe they are doing the best for their children even under adverse circumstances. Certainly, there is incentive for corporations to provide better childcare assistance. For most couples, childcare arrangements consist of a variety of components, and a breakdown of even one necessitates active parental involvement. The ideal solution is one in which a young child spends the entire day in one place.

Corporations are beginning to respond to childcare needs; 29% are already providing days off for children's illnesses. Other childcare options that corporations could explore include: credits for child care offered through a flexible benefits program; financial contributions to existing community childcare facilities to expand and upgrade them; purchase of corporate "slots" in existing community child care; working with employees to establish a near-site, not-for-profit center through financial and in-kind contributions; and on-site, corporate-run child development centers.

Flexible Benefits

Child care is but one example of the general need of two-career couples for greater flexibility in work schedules, work places, and corporate attitudes. Of all the benefits listed, the greatest discrepancy between what corporations offered and what they favored occurred in the cafeteria approach to benefits. We find this interest encouraging. Although initial costs and time for a program of cafeteria benefits are high, the payoff is substantial. Companies actually get more for their dollars because employees appreciate the right to choose the particular benefits they need.

Nepotism Rules

Efforts to assist two-career couples with relocation and child care would be more effective if anti-nepotism rules were waived. This would also facilitate the recruitment and retention of employees, especially in single-employer communities.

Two-career couples report that the most important advantages of the two-career lifestyle are "more money," "autonomy for both," and "growth," in that order. The single greatest disadvantage for wives is "too much to do;" for husbands, it is "not enough time together." For both wives and husbands, allocation of time is perceived to be the single most pervasive problem. Although two-career couples are likely to think of their careers as equally important, they still divide household responsibilities in traditional ways.

The differences between beliefs and behavior occur in part because it is difficult to change traditional patterns. Society exerts pressure on couples to conform to the norm; one's upbringing may cause further resistance to forging a new lifestyle. But tackling some of these tradition-bound habits is important, because doing so will give couples freedom to pursue their goals with reduced stress.

Household Responsibilities

The best way to maximize "more money," "autonomy for both," and "growth" is to insure that both careers have an optimal chance to grow. This is unlikely to happen unless household responsibilities are fairly divided. By sharing more of these tasks, couples will have more time together. There will also be less stress on any one individual.

Although sharing household responsibilities is important, it will not change the number of hours available. Time is finite. To maximize time, couples could pay for some household services. Although help is expensive, it is a long-term investment in both careers and in the marriage.

Communication

Wives and husbands could learn to communicate more with one another. Bargaining and negotiating--skills so valued at work--may improve relationships at home. Communicating with employers also should not be neglected. Because companies are rapidly becoming aware that two-career couples have problems, they are more likely than in the past to listen. They are also more likely to offer help if it is requested. Twenty-nine percent of the companies, for example, said they'd be most likely to assist the spouse of a relocating employee if the employee requested it.

Realistic Expectations

Couples may find their lifestyles are eased if they become more realistic about how much and how well they can do. People who place unrealistic demands on their own performance both at work and at home, and who blame themselves when things go wrong, pay a price in increased stress and poorer health. It is also important for couples to recognize that, although the actual amount of work one does may not cause stress, at some level it may interfere with the quality of the work.

Investing time, energy, and money in achieving a satisfactory combination of career and marriage is well worth the effort. Couples who have arrived at a satisfactory combination of career and marriage feel healthier than those who are less satisfied with the combination. The combination has more of an effect on health than either satisfaction with career or satisfaction with marriage.

Data and analyses of the corporate survey and the couples survey provide a clearer picture of the attitudes and practices of the two-career family and of the corporations that are beginning to accommodate them. Together these surveys form a cornerstone from which the corporate sector and professional families can further explore their needs and the possibilities of meeting those needs. To facilitate communication among companies, two-career couples, and students, who will be the two-career couples of the future, Catalyst intends to move forward from this data.

The surveys have verified that both couples and companies are ready for change. We now know, for instance, that the business community is concerned with the problems and challenges presented by two-career couples and that they can (and are inclined to) offer the kind of assistance couples need. We also know that most couples respect one another's careers equally and that most women who have children return to work early.

Beyond that, however, there is further reason for optimism. Perceptions of appropriate sex roles and behavior are changing rapidly. Recently we have observed that attitudes toward sex roles are now more a function of generation than of gender: Young women and men are more apt to share similar views than are two men or two women of different generations. As time goes on--as this younger generation with its less sex-typed attitudes matures--the answers to the questions raised in the surveys will be easier to find.

Once found, the benefits to society will be enormous. Families will experience reduced stress; companies will gain increased productivity, and couples who might remain childless for fear of jeopardizing their careers will have families. These children, in turn, will benefit from having two parents, better surrogate care, and stronger role models.

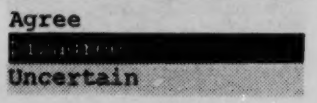
Within the Career and Family Center, we at Catalyst will incorporate what we have learned from the surveys into our ongoing involvement with two-career family issues. Specifically we intend to work on the following projects in the year ahead:

- Becoming a resource on the housing needs of working families.
- Becoming a clearinghouse of information on child care and child development.
- Studying successful and unsuccessful practices at individual companies.
- Comparing levels of productivity among employees in different family situations.
- Following a subset of our couples participants who have been carefully selected by age, diversity of problems they encounter, types of solutions they seek, stress they experience, and satisfaction they report.
- Continuing discussion groups with human resources officers, two-career families, and undergraduate and graduate students to expand and broaden perspectives, and to stimulate and share creative thought. Findings will be summarized and distributed.
- Continuing reports on the issues from the perspective of the corporation and the two-career family in our Career and Family Bulletin and in occasional papers and articles.
- Continuing to review, evaluate and report on research.
- Bringing together researchers with policy-planners and policy-makers.
- Helping to make students aware of the realities of the workplace and stimulating them to plan concurrently for their career and family goals.

Corporate Attitudes About Two-Career Families

Seventy-six percent of the corporate respondents agreed that "companies are concerned about two-career family problems because such issues would affect recruiting, employee morale, productivity and ultimately corporate profits." Another 15% were uncertain; only 9% reported their companies were not concerned with two-career family problems. (See Table 1.)*

Figure 1.
Corporate Attitudes About
Two-Career Families



	N		
Companies are concerned about two-career family problems because such issues could affect recruiting, employee morale, productivity and ultimately corporate profits.	372	76%	15%
Companies cannot become involved in the problems of two-career families such as employee transfers, because such involvement would violate the privacy of employees.	368	9%	14%
While companies can be concerned about the two-career family, they can do very little about resolving such problems because they lack the resources to assist in solving such problems.	367	25%	24%
Two-career families are something we hear about, but in our company any difficulties such families encounter have not affected our operations.	367	45%	18%

* Tables may be found in Appendix A.

Seventy-seven percent also rejected the statement that "companies cannot become involved in the problems of two-career families, such as employee transfers, because such involvement would violate the privacy of employees." Fourteen percent were uncertain; again, only 9% said that involvement would constitute violation of privacy.

Only 25% of respondents said that "they can do very little about resolving problems because they lack the resources." A slight majority (51%) said they thought they did have the resources, but 24% were uncertain.

The above results were the same regardless of the size of the company, whether size was measured by sales or by number of employees.* (To avoid confusion in the rest of this report, "large" companies will be referred to as "large-sales" or "large-employee" companies when necessary.)

Although the majority of the respondents said the issues were worthy of concern, they were less likely to recognize that two-career family problems were already affecting their own operations. Thirty-seven percent felt that their operations were already affected. An additional 18% were uncertain, while 45% felt that their operations were not yet affected.

Large-sales companies were particularly likely to say they felt the effects. Forty-three percent of large companies, as opposed to only 29% of small companies, felt their operations were affected. (See Table 2.) Size of company as measured by number of employees did not affect responses.

Respondents were asked how many company employees (including new hires) they relocated in 1978 and 1979, and how many they projected for 1980. Answers were a function of size of company, whether size was measured by annual sales or by number of employees. (See Table 3.) For all respondents, the average number of relocated employees increased from 153 in 1978 to 164 in 1979. Projected figures for 1980 remained at 164.

Although 65% of all respondents were more likely to transfer primarily male technical, managerial and sales personnel, larger companies were more likely than small companies to transfer both males and females. (See Table 4.) Forty-four percent of large-sales companies, as compared with 24% of small companies, transferred both males and females.

* All data were analyzed for the entire sample. The sample was also split according to size, as measured by annual sales and by number of employees. Please see Appendix B for details.

Sixty-seven percent of all companies had experienced increased resistance on the part of the employees who were asked to relocate; an additional 23% reported no change. Only one company felt there was less resistance, and only 10% of the companies felt there never had been any resistance. Although size by sales did not affect this perception, large-employee companies were relatively more likely to say they encountered more resistance. (See Table 5.)

Participants ranked a list of possible reasons why employees resisted relocation. (See Table 6.) "Financial considerations" was the most frequently cited reason for refusal to relocate; 69% ranked it first. "Reluctance of spouse and children to move" was ranked second in importance. Responses did not differ as a function of size of company. But because 99.7% of the companies reported that they did not collect data on how many relocated employees were married to people who also had careers, they did not know whether "financial considerations" included the fact that spouses also earned substantial salaries in the present location, or whether "reluctance of spouse" included interference with the spouse's career.

Companies, regardless of size, reported they were offering an array of costly services to offset resistance, ranging from moving and interim living expenses to mortgage assistance. (See Table 7.) In addition to the services we listed, participants reported "other services provided," including housing, bonuses, and loans.

Although the majority of respondents did not collect information on how many relocated employees were married to people who also had careers, 13% of participants were willing to supply estimates of this figure: The average estimate was 26%. Yet 88% of the respondents, regardless of the size of the corporation, anticipated that the percentage of relocated employees married to people who also had careers would increase. Only 11% thought it would stay the same, while less than 1% thought the percentage would decrease.

Only 4% of the companies had a policy of assisting the spouse of a transferring employee in finding employment in the new area. Informal practices, however, varied. Twenty-nine percent said they would assist an employee's spouse "if the employee requests it." Twenty-four percent said "sometimes," 18% said "infrequently" and 20% said "almost never." Three percent said "yes, if the employee's manager chooses to do so."

Respondents ranked the levels of assistance they'd be likely to provide. (See Table 8.) "Informal contacts with other companies" was the most favored response (41% ranked it first), followed by "job counseling," ranked first by 22%.

Only 36 companies (10%) ever formally participated in a joint placement program with other companies. A majority of companies (56%) expressed interest in participating in a geographically-based consortium which would pool positions available in an attempt to help two-career couples with relocation problems; 12% were "very interested," while 44% were somewhat interested." Large companies were relatively more interested than small companies. (See Table 9.) Only 19% of the companies were "not at all interested."

In an effort to generate innovative solutions, we asked the following open-ended question: "In cases where an

employee's spouse and his/her career needs represent an impediment to relocating the employee, what course of action do you believe the firm can best pursue?" Content analysis of the answers appears in Table 10; most frequent responses were "counseling" (27%) and "help spouse find a job" (24%).

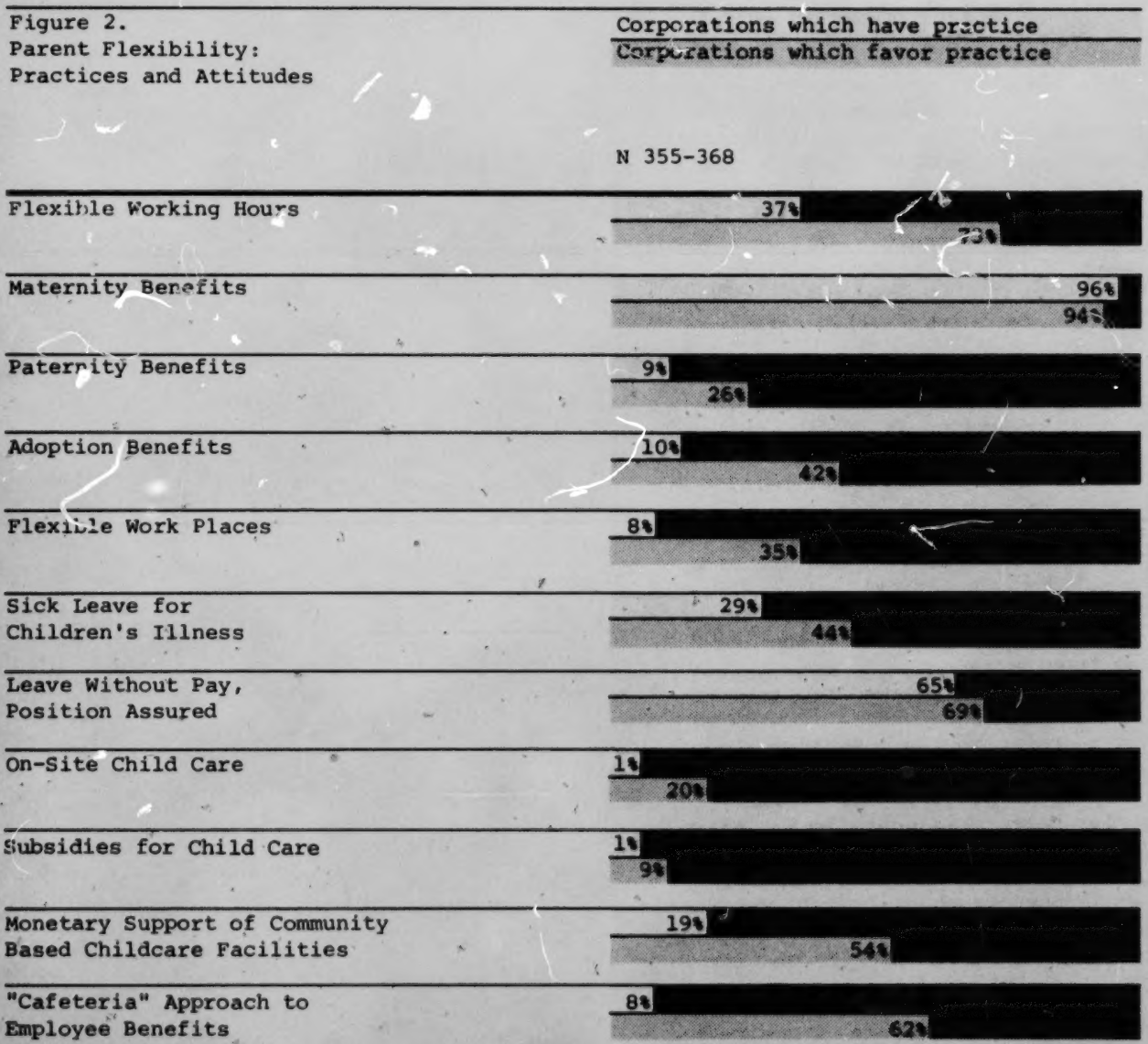
Most companies (82%) had no policy preventing an employee's spouse from working for the same company, although 74% reported that both couldn't work in the same department or assume the same function. Small companies were more likely than larger companies to have these restrictions. (See Table 11.) Participants also rated how they felt about married couples pursuing careers with the same company. (See Table 12.) Overall, feelings reflected policies. Small companies reported more negative feelings about the idea than large companies. Only 6% of all companies thought "it's a great idea," but another 22% thought the company would gain overall. Twenty-nine percent thought it would create more problems than it would solve; 28% felt neutral.

While ninety-one percent of the respondents reported that they thought parenting responsibilities were assumed primarily by women, 83% also believed that men were increasingly feeling the need to share those responsibilities. Although a large majority (40%) said that certain positions in the firm could not be attained by a woman who combined career and family, almost as many (37%) felt the same was true for men. (See Table 13.)

We listed a variety of ways in which companies might handle problems of employees who wish to have and raise children, and asked participants to indicate whether their companies had such a practice, and whether they favored the practice. (See Table 14.)

Figure 2 summarizes current corporate practices which could benefit parents, and attitudes about those practices.

Figure 2.
Parent Flexibility:
Practices and Attitudes



There were relatively few differences between large and small companies responding to this list of benefits. Large companies were more likely (48%) than small companies (26%) to offer flexible working hours and to favor flexible working hours (82% of large companies as opposed to 61% of small companies).

Respondents from large-sales companies were more likely to favor paternity benefits than small-sales companies (31% as opposed to 19%). And large-sales companies were more likely to favor flexible work places than small-sales companies (40% as opposed to 27%). But companies were equally unlikely to have either practice. Large-sales companies were more likely to offer leave without pay with positions assured upon return (72%) than were small-sales companies (55%). And large-sales companies were more likely to offer support to community-based facilities than small-sales companies (21% as opposed to 17%). Fifty-nine percent of large-sales companies as opposed to 47% of small-sales companies favored this practice.

We offered an open-ended opportunity for respondents to note other ways in which their companies dealt with child care. Only six respondents said "contributions;" five said "not applicable;" and six said "none."

We asked who within the company had the primary responsibility for drafting the policies and practices. Sixty-five percent of the companies checked "personnel manager or department," while another 23% checked "senior management committee." A negligible number checked "department manager" or "other."

In response to the question, "Does your company assist in any formal or informal way in providing flexibility for two-career parents in your firm?", 67% of the respondents checked "no." (See Table 15.) Large companies were more likely than small ones to check "yes." Seventeen percent checked "uncertain." We asked those who had checked "yes" to specify what accommodations had been made. Only 16 replied, reiterating one of the items on the preceding list. It appeared that many of the companies who offered the benefits described above had not realized that these practices could be used by two-career couples who were parents.

Respondents were asked to rate on a scale of 1 (very dissatisfied) to 7 (very satisfied) how pleased they were with the way their companies were handling problems arising from increasing numbers of two-career families. The mean rating was 4.6, just slightly better than neutral, but variability in responses was large. There were no differences in satisfaction as a function of size of company.

We also asked them to rate, on a scale of 1 (very disinterested) to 7 (very interested) how much they'd like to explore, with Catalyst and with other companies, possible changes that might enhance productivity of two-career couples. The mean interest rating was 3.3, slightly less than neutral. Again, variability in level of interest was large. Large-employee companies were significantly more interested than were small-employee companies in exploring changes.

We provided an open-ended opportunity for respondents to tell us, "What is the single thing that Catalyst could work on to help you confront the challenges of two-career couples in your company?" Content analysis of the responses appears in Table 16. Of the 146 participants who answered, the most frequent response was "information and education," followed by "research."

Demographics of Respondents

A total of 815 two-career couples responded to our national survey. Demographically, our participants differed from two-paycheck couples. According to the latest available statistics (Hayghe, 1981), the median ages for two-paycheck wives and husbands were 36 and 39 respectively. For our two-career couples, the median age for wives was 31, and for husbands, 33. (See Table 1.)*

While 33% of wives and 41% of husbands in two-paycheck marriages had at least some college education, virtually all of our wives and husbands did. Forty-four percent of the wives and 41% of their husbands had college degrees, and an additional 33% of wives and 40% of husbands had post-graduate degrees, including M.B.A., other M.A., Ph.D., and J.D. degrees. (See Table 2.)

Earned income for our two-career couples was higher than that of their two-paycheck counterparts. The latest available census figures (1978) indicate that annual combined income (which includes earned income plus other sources such as investments and pensions) for two-paycheck families was just over $23,000. Median earned income alone for our survey participants was just under $20,000 for wives and just under $25,000 for husbands; median earned income for our couples was $47,333. (See Table 3.) (Slight adjustments for inflation must also be made when comparing these data.)

Regardless of age group, wives earned less than husbands, but the discrepancy was not as great as that reported for the general population of working men and women.

Most of our female participants categorized themselves as either professional (35%) or managerial (34%). Ten percent were in sales and 6% were technical personnel. (Table 4 lists type of work and job titles. Table 5 lists descriptors of our participants' employers by type of company and size of company.)

Although the median length of time spent in a career was 5 years for wives and 7 years for husbands, the range for both was from less than 1 year to more than 40 years. (See Table 6.)

Wives worked an average of 45 hours a week, while their husbands averaged 47 hours; both averaged 4 hours of work a week at home. (The range of working hours reported was 35 to 98 hours for both husbands and wives.) There were no significant differences between wives and husbands on numbers of hours worked.

Both wives and husbands lived an average of 14 miles from work. Wives spent an average of 9% of their work week traveling; husbands an average of 10%.

* Tables may be found in Appendix C.

All data were analyzed for the entire sample. The sample was also categorized by age, as shown in Table 1, for finer analyses.

Eighty-seven percent of our couples were homeowners; only 12% rented; 1% did both. Seventy-five percent lived in single family, detached houses. (See Table 7.)

Although 40% of the couples lived in the Northeast, an additional 27% were from the Southwest. Sixteen percent were from the Southeast, 13% from the North and Central states, and only 3% were from the Northwest. (See Table 8.)

Participants ranked the following list of 9 factors for importance in choosing location:

Economic considerations (e.g., cost of rent, housing, taxes, etc.)

Availability of transit (highway, railways, bus lines, etc.)

Distance from your job

Distance from your spouse's job

Job opportunities for self

Job opportunities for spouse

Proximity to relatives or friends

Cultural or aesthetic environment

School system

Climate or lifestyle of area

Other (please specify:_____)

For wives, "job for spouse" was most important, "climate or lifestyle of area" was second and "economic considerations" third. Husbands chose "job for self" first, followed by "economic considerations" and "climate or lifestyle of area" third. (See Table 9.)

Almost twice as many husbands (40%) as wives (21%) had relocated for their own jobs. (See Table 10.) But regardless of whether or not they had themselves relocated, 90% of wives and 89% of husbands agreed that companies should help the spouses of employees asked to relocate. A majority felt they wouldn't relocate now unless either the net gain to the family was irresistible (34% wives, 36% husbands), or unless each could maintain current career levels (30% wives, 29% husbands).

Many of those who had relocated reported that their companies provided assistance of some sort. Usually, help took the form of moving expenses, help with the sale of their house, or help in locating a suitable new community. (See Table 11.) (Most companies that offered one service offered many.) Only 8% of the wives and 6% of the husbands whose companies had relocated them helped the spouse find a new job. Forty-six percent of the wives and 15% of the husbands checked "no assistance provided."

We asked participants (regardless of whether they had ever relocated before) to rank the kinds of assistance they thought companies should provide the spouse of a relocated employee. First choice for wives (33%) and husbands (29%) was "job counseling in types of employment available in new location." (See Table 12.) An additional 28% of wives and 29% of husbands chose "placement of spouse through informal contacts with other companies." Only 10% of wives and 12% of husbands ranked "the company should offer the spouse a job in the new location" first.

The majority of wives (74%) and husbands (72%) agreed that both of their careers were equally important. (Readers will note the discrepancy between attitudes of couples regarding equality of careers and actual practices in location and relocation. See "Implications for Corporations and Couples" for discussion of these findings.) Nineteen percent of wives and 23% of husbands, however, thought the husband's career was more important; only 7% of wives and 5% of husbands thought the wife's career was more important. Wives over the age of 40 were more likely than women in other age categories to say that the husband's career was more important. (See Table 13.) Wives (78%) and husbands (76%) in the 26-30 age category were most likely to say that their careers were equally important. (See Figure 3.)

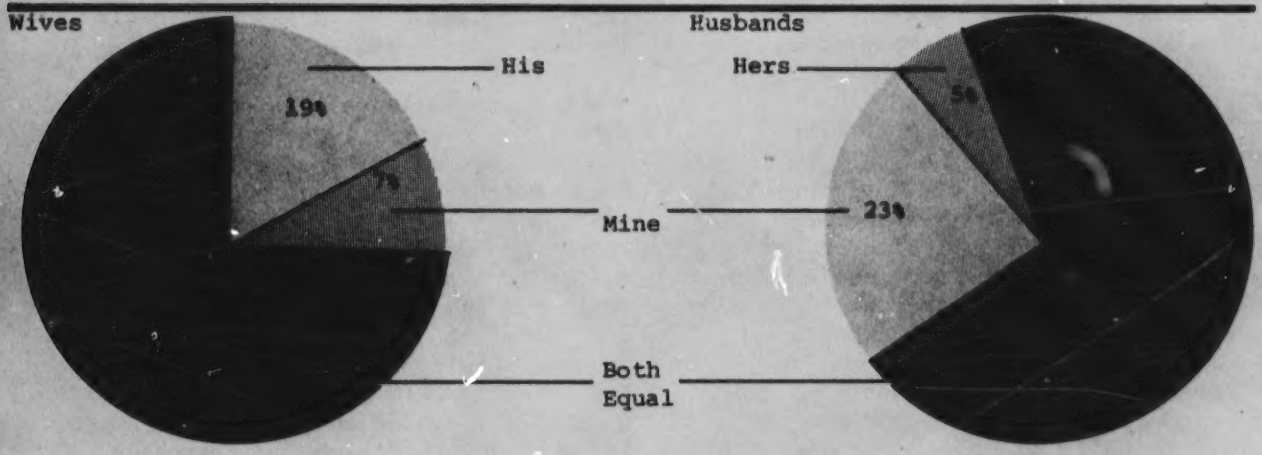
Husbands and wives were similar again in their explanations of why one spouse's career was more important than the other's. "Earns more" was marked by 43% of the 223 wives and 43% of the 241 husbands who felt that their careers were unequal. An additional 20% of wives and 19% of husbands explained that "cares more about his/her career" was the reason. "Tradition" was the reason used by 11% of wives and 12% of husbands. Very few wives or husbands reported other explanations such as "more training" (5% of wives, 4% of husbands) or "status" (3% of wives, 4% of husbands).

When confronted with the following question: "Right now, in your life, what is the number one concern to you?", 58% of the wives and 60% of their husbands chose family first. (See Table 14.)

Women aged 36-40 and men over 40 were even more likely than the other age groups to choose family over career. Women aged 26-30 were more likely than others to choose career over family.

When asked to predict the most likely number one concern in ten years, 61% of the wives and 68% of the husbands chose family first; women and men aged 21-25 were most likely to make that prediction.

Figure 3.
Whose Career Is More Important?



Participating couples had been married an average of 9 years (median = 6.3 years), with a range of less than 1 to 50 years. Forty percent already had children and an additional 23% wanted one or more. (See Table 15.) Seventeen percent had children from previous marriages living with them.

Seventeen percent had definitely decided not to have children, while 11% were undecided and 4% reported being in conflict over the decision.

Wives aged 36 and over were most likely to have children; wives aged 21-25 were most likely to want them in the future. The period of greatest conflict between spouses over the decision was for wives aged 21-25, while the period of greatest indecison for women was between the ages of 26 to 30. Women were likely to wait until over the age of 30 to decide definitely not to have children.

Among those who planned to have children or already had them, 23% anticipated having one child, 67% anticipated two, and 1% anticipated three or more. (This high average of 1.8 children per couple included only the 360 couples who already had or were sure they would have children. Averaging the number of anticipated children over the number of participants answering the questionnaire yields a result of .82 children per couple.)

Wives aged 21-30 were more likely to say they wanted two children than those over 30. (See Table 16.) Women over 40 were most likely to check "3," a number that may be the number of children they actually had.

Of the 69% of mothers who were employed when their babies were born, 96% took time off. (See Table 17.) But the median time taken was 12 weeks. Thirty-seven percent took 1 to 8 weeks, and an additional 32% took 9 to 18 weeks. Thus, 68% of the mothers were back at work four months after the birth of their babies. Another 19% came back between 20 and 33 weeks after birth. Only 10% were out for more than 34 weeks.

Paternity leave was virtually nonexistent among our respondents. Only 66 men reported taking time off; 39 of them took 1 week, another 15 took 2 weeks. Very few took longer.

Wives took leave in more than one form, and they checked all applicable choices. (See Table 18.) Thirty-nine percent checked maternity leave; 25% checked unpaid leave; 13% took vacation time.

A large majority of mothers chose babysitters for children under the age of 5. Fifty-eight percent of babies under the age of 1 and 49% of babies aged 1 to 5 had a babysitter. (See Table 19.) But 14% of all children under 1 and 37% of those aged 1 to 5 also went to a nursery or childcare center. Thirty-eight percent of children aged 5 to 13 and 76% of children aged 14 to 18 cared for themselves when parents weren't home.

According to the latest Louis Harris poll on Families and Work, 48% of children are cared for by other members of the family. In contrast, only 11% of the children in this two-career sample were cared for by relatives, while an additional 4% were cared for by older children.

Forty-two percent of women reported that, in a crisis, they shared childcare responsibility with their husbands. Another 11% did it themselves, while 3% said their husbands did it.

Wives and husbands were both moderately satisfied with current childcare arrangements, but wives were significantly

ore satisfied than husbands. In addition, ives felt significantly more positive bout the effects on children of having wo-career parents than their husbands did. See Table 20.)

Participants rated themselves on how much responsibility they had for each of twelve common household and childcare responsibilities. Their perceptions were congruent. Wives had most and husbands had least responsibility for laundry, cooking, grocery and household shopping, cleaning and housework, and child care, in that order. (See Table 21.) Wives also had more responsibility for handling bills and finances.

Husbands had more responsibility than wives for car and home maintenance and repair, and for yardwork and gardening. Husbands felt, and wives agreed, that while wives handled bill paying and other financial details, husbands had a more than equal share in major decisions and in major purchases. Child care was more equally divided than were many other tasks; disciplining of children was equally shared.

The total "Responsibility Score"--the sum of ratings on each of the items--was higher for wives than for husbands.

Recent research has tended to suggest that working wives are holding down two full-time jobs. Our data appear to confirm this. But the table which details frequency of responses (see Table 22) shows that while, for two-thirds to three-quarters of the household categories, wives do substantially more than husbands, the modal response, varying from one-quarter to one-third, was "we share equally." Because we believe these responses to be significantly different from those we would have gotten had we conducted this survey five years ago, we assume that as the discrepancies in earnings--and therefore perceptions of whose career is more important--narrow, the discrepancies in household responsibilities may narrow as well.

We listed a set of 12 problems that are commonly mentioned by people attempting to combine career and marriage, and asked participants to rate each on a scale of 0 (almost never a problem) to 3 (almost always a problem). Wives and husbands were identical in their perceptions of which problems were most troublesome. They thought "allocation of time" was by far the most severe. Financial issues, poor communication, and conflicts over housework were second, third, and fourth. (See Table 23.)

"Child care" and "conflicts over children" were additional problems for couples with children. But these families also listed "allocation of time," "poor communication" and "travel" as being severe. Couples with children rated "relocation issues" as less of a problem than childless couples did. This unexpected finding suggests that either the other problems become relatively more important, or having children makes the decision-making phase easier. Couples with children may find it makes more sense to stay put. It may also be a more acceptable excuse to offer employers; indeed, respondents to the Catalyst corporate survey saw "reluctance of spouse/children to move" as a more important obstacle to relocation than "interference with spouse's career."

We asked participants to add problems not listed which affected them, and we categorized the open-ended responses. More wives than husbands responded. (See Table 24.)

Many more wives than husbands reported trouble with role conflicts. They were also more troubled about lack of sharing.

Husbands, however, volunteered in greater numbers that competition was a problem. (This was an unexpected finding because they rated competition lower in questions specifically designed to examine this problem.) Participants were asked to rate, on a scale of 1 (almost never) to 7 (frequently) how often they found themselves feeling or acting competitively with their spouses in career advancement. Wives' scores were significantly higher than husbands' (see Table 25), but both had low scores. Wives and husbands over 40 felt least competitive of all age groups.

They also rated, on a scale of 1 (not at all concerned) to 7 (very concerned) how worried they were about arousing competitive feelings in their spouse if they continued to rise in their own careers. Again, wives were significantly more concerned than were husbands, but both mean scores were low. Husbands over 40 were least concerned; husbands aged 21-25 were most concerned. (The possibility of wives achieving more than husbands in actual earnings or prestige was most realistic for this latter age group.) The consistently low means for all groups indicate that competition was not a serious concern for most of the couples; the majority reported that they did not experience it by circling "1" or "2" on both of the competitiveness scales.

We asked participants the open-ended question, "What would make the combination of career and marriage easier for you?" Again, wives were much more likely to respond than were husbands. (See Table 26.) For this question, perceptions of men and women were quite different. For women, the top-ranking item was "household help," followed by "more time." A total of 163 wives thought "more liberal policies on the part of their employers" would make things easier.

For men, "more time" appeared to be most important, followed by "more success" and "more money."

The two lists of open-ended responses provided further evidence that many of the women were shouldering more of the household responsibilities than their husbands were.

We asked participants to choose the first, second, and third most important advantages of combining career and family from the following list:

more money

more in common

more to talk about

children have two parents

more freedom to switch jobs and take risks

more security

autonomy for both

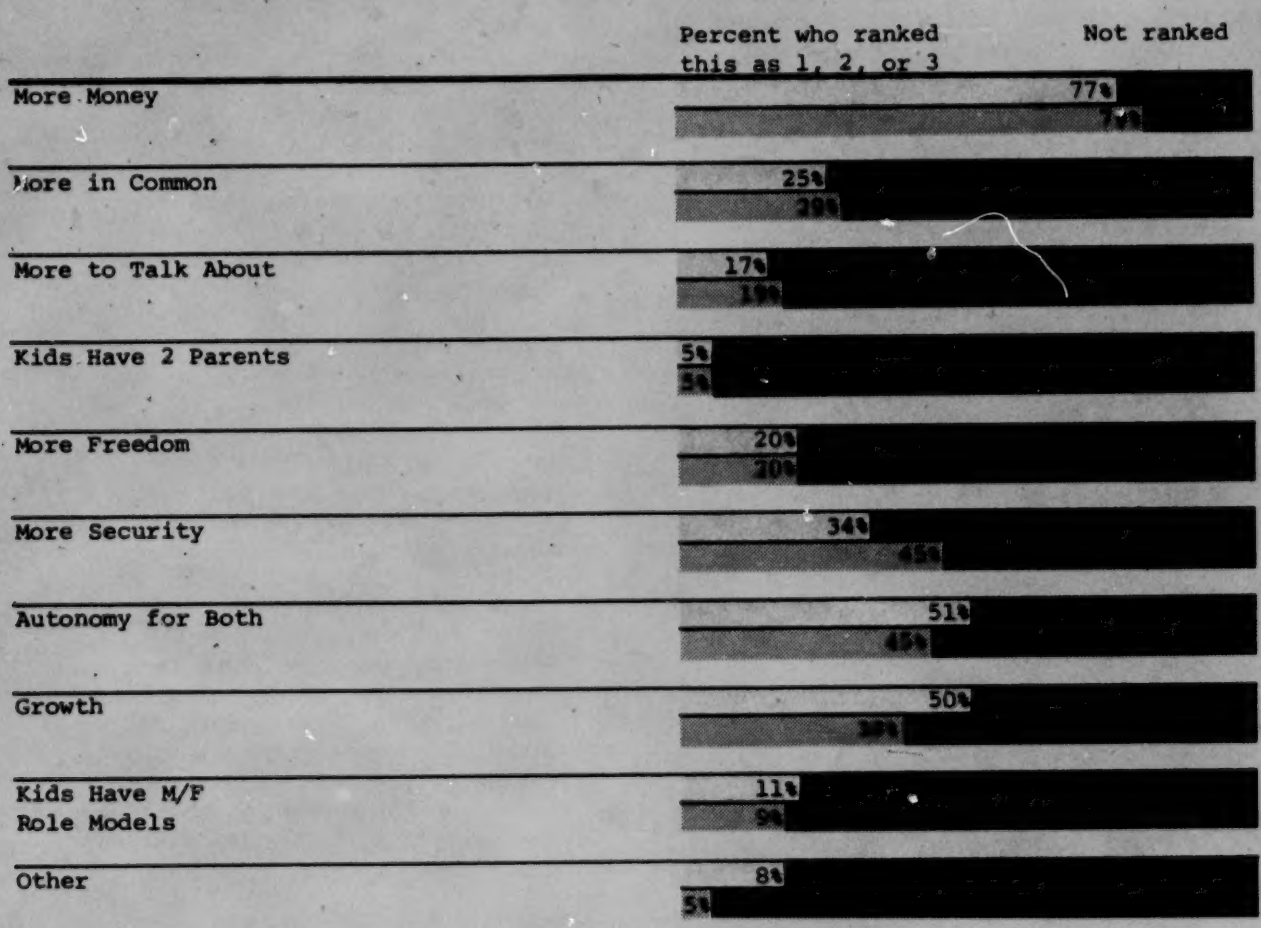
growth

children have male and female role models

other (please specify:_____)

Wives and husbands agreed that "more money" was by far the single most important advantage. (See Table 27.) Second and third in importance, however, were "autonomy for both" and "growth," for wives, and "autonomy for both" and "more security" for husbands. (See Figure 4.)

Figure 4.
Advantage of Combining Career and Family



Participants also ranked the first, second, and third most important disadvantages from the following list:

not enough time together

too much pressure

too much to do

not enough leisure

no one has full-time concern with household

no home backup

children don't have enough parenting

we're too self-involved

insufficient freedom to accept relocation offers

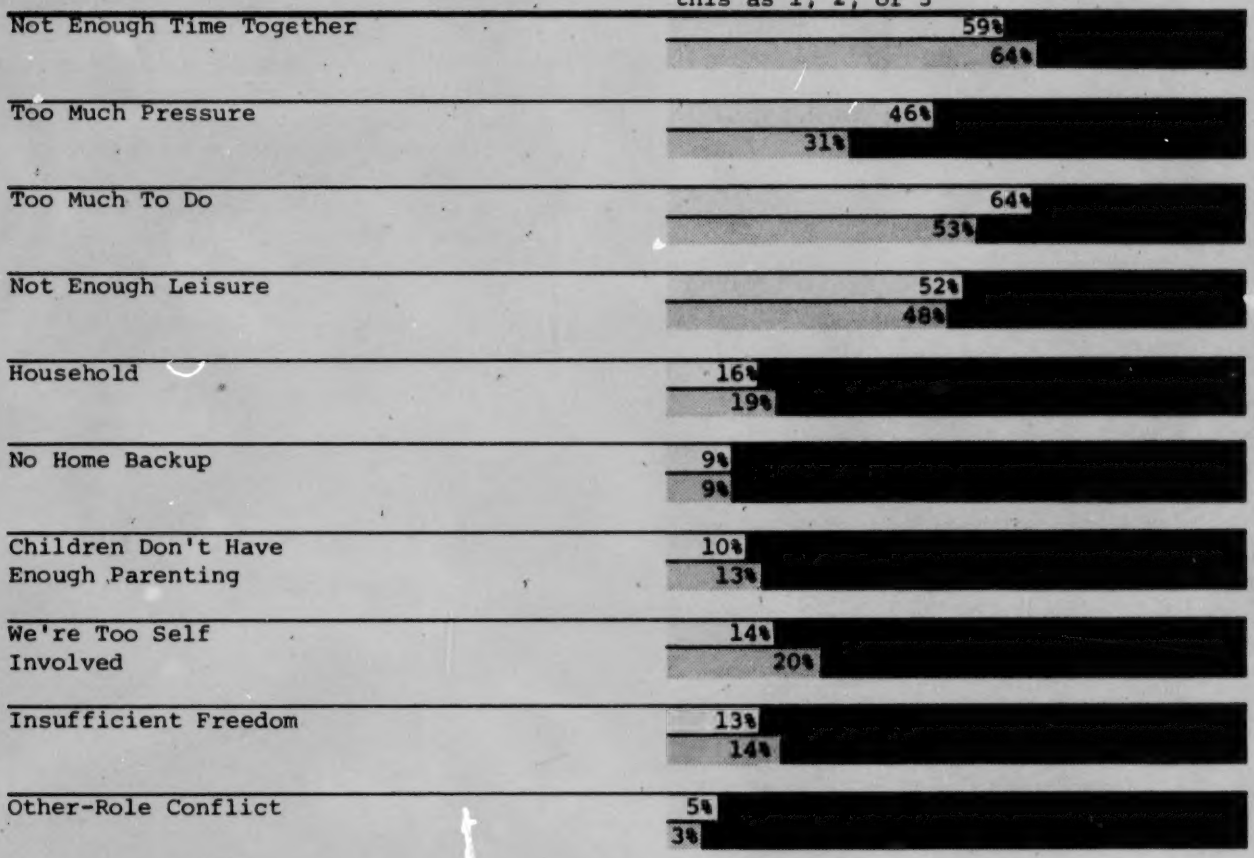
other (please specify:_____)

For wives, "too much to do" was most important, followed by "not enough time together" and "not enough leisure." The order was slightly different for husbands, who chose "not enough time together" first, "too much to do" second, and "not enough leisure" third. Time issues were viewed as the major problem, corresponding to the findings in the section entitled "Problems of Two-Career Families." (See Figure 5.)

Couples were quite satisfied with their marriages and somewhat less satisfied with their careers and with the way they were combining the two. Participants rated on a scale of 1 (very dissatisfied) to 7 (very satisfied) how they felt about their careers, their marriages and the way they were combining the two. (See Table 29.) The mean for "satisfaction with marriage" was the highest of the three, followed by "satisfaction with the way they were combining career and marriage" and "satisfaction with career," in that order. Although both husbands and wives were equally happy with their marriages and with the combination, wives were significantly happier with their careers than were their husbands.

There were no significant differences by age for husbands or wives on any of the three measures.

Figure 5.
Disadvantages of Combining Career and Family



Our demographic descriptors of the participating couples indicated that both husbands and wives were highly motivated to succeed. We wanted to test just how much they demanded of themselves in the way of performance (both at work and at home), how much they blamed themselves when things went wrong, and whether they worried that success in their career would interfere with their family life. We constructed a scale to measure these factors. (See Table 30.)

Wives scored higher than husbands on all but one item. They also came out higher than their husbands on the "Perfectionism Score." (Scoring details appear in Table 30.) The wives demanded more of themselves at work and at home, and demanded more of others at work. They blamed themselves more when things went wrong, and they worried more that success in their careers would interfere with family life.

For wives, only one item varied as a function of age: Women over 40 were least likely to be concerned that success in their careers would interfere with family life. This finding may be explained by several factors: (1) These women had older children, so that family life actually required less involvement, corresponding to the lower "Responsibility Scores" of both wives and husbands over 40; (2) It is likely that career women over 40 had long since resolved problems of role conflict in order to succeed as career women; and (3) Husbands of these women may be a special group in that they, too, felt comfortable with career-oriented wives at a time when the majority of their generation did not.

Husbands aged 31 to 35 were more demanding of colleagues' performances at work than men in other age groups.

This highly-motivated sample of two-career couples demanded a lot of themselves at work and at home, but rated themselves more satisfied than not with both career and marriage. Were they paying a price in health for their high level of performance? We asked participants to rate themselves on a 26-item symptom scale. (See Appendix D for details.)

Wives had significantly higher scores on many individual items than did husbands, although husbands felt more worried and anxious. They also differed in the kinds of symptoms that troubled them most. The most severe symptoms, in descending order, were:

Wives

feeling tense, keyed up
tiring easily
feeling irritable, angry
constant worry, anxiety

Husbands

constant worry, anxiety
feeling tense, keyed up
feeling irritable, angry
feeling fat, gaining weight

A "Stress Score" was created by adding scores on the 26 items and averaging them. Wives had significantly higher Stress Scores than did husbands. (See Table 31.) (Women, regardless of population sampled, invariably score higher on stress scales than do men. There is no clear evidence as to whether women are sicker than men, or whether they are better at self disclosure.) Scores did not vary for women or for men as a function of age.

If wives scored higher than their husbands on stress, they also scored higher on perfectionism. Wives also scored higher on problems, and on responsibility.

Perfectionists are people who measure their own worth entirely in terms of productivity and accomplishment. This goes beyond the healthy pursuit of excellence by people who take pleasure in striving to meet high standards.

Not all people who pursue success in the arena of careers are perfectionists--but some are. Perfectionism is a "cognitive style"--a pattern of thinking. Those people who think perfectionistically about success in careers may apply the same demands to other arenas that they define as important, such as marriage and family. Evidence is mounting that perfectionists pay a stiff price in impaired health, disturbed social relations and lowered productivity.*

We explored the relationships among participants' problems with combining career and marriage, their scores on a very simple measure of perfectionism, their scores in responsibility, and their stress scores. (See brief descriptions of the scales in Appendix D.) We wanted to know whether stress was increased simply by having more responsibility and problems or whether perfectionistic thinking itself caused stress.

First, it is important to review the fact that wives scored higher on all four rating scales than their husbands did. (See Table 31.) Despite this, the relationships among the scales were identical for both. (See Table 32.)

(a) Perfectionists saw themselves as having more problems;

(b) People who scored higher on problems and higher on perfectionism also suffered more stress;

(c) Perfectionism accounted for stress over and above problems.

(d) Scores on how much responsibility was assumed at home did not particularly affect stress.**

Perfectionistic people appeared to suffer more stress than people who were less demanding of themselves and others. Perfectionistic people also created and/or perceived more problems in combining career and marriage than non-perfectionistic thinkers did.**

* For further information we suggest:

Beck, A.T. Cognitive Therapy and the Emotional Disorders. International Press, 1976.

Ellis, A. Reason and Emotion in Psychotherapy. Lyle Stuart, 1962.

Pomerleau, O., and Brady, J.P., eds. Behavioral Medicine Theory and Practice. Williams and Wilkins, Baltimore, 1979.

** Note: The statistical methodology in support of these statements may be found in Table 32.

Wives and husbands who were satisfied with career and satisfied with marriage were healthier than those who were less satisfied. (See Table 33.) Those who were satisfied with the way they were combining both were healthiest of all. *

We had no measure of productivity for our participants. Yet other experimental evidence suggests that people who have more physiological and psychological symptoms perform less well at work. **

* Note: Statistical methodology to support these statements may be found in Table 33.

** Note: Some experimental evidence exists for insurance agents. See:

Burns, D. "The Perfectionist's Script for Self-Defeat." Psychology Today, November, 1980.

Table 1
Corporate Attitudes About Concern And Involvement With Two-Career Families

	Agree	Disagree	Uncertain	N
Companies are concerned about two-career family problems because such issues could affect recruiting, employee morale, productivity and ultimately corporate profits.	75.8%	8.9%	15.3%	372
Companies cannot become involved in the problems of two-career families, such as employee transfers, because such involvement would violate the privacy of employees.	8.9	76.8	14.3	368
While companies can be concerned about the two-career family, they can do very little about resolving such problems because they lack the resources to assist in solving such problems.	25.3	50.7	24.0	367
Two-career families are something we hear about, but in our company any difficulties such families encounter have not affected our operations.	45.0	37.1	18.0	367

Table 2.
Two-Career Families Are Something We Hear About, But In Our Company Any Difficulties Such Families Encounter Have Not Affected Our Operations

	Company Size By Annual Sales		
	Small (N=160)	Large (N=170)	Total* (N=330)
Agree	57.5%	37.1%	47.0%
Disagree	28.8	42.9	36.1
Uncertain	13.8	20.0	17.0

chi-square = 13.883, df=2, p=.002

* Total N and % of total varies somewhat for analyses which involve breakdown of the total population. First, several respondents removed the identifying codes so their companies could not be identified. Second, figures on size were sometimes unavailable in the Dun and Bradstreet Directory.

Table 3.
Number of Employees Relocated In 1978 And 1979; Number Projected For 1980 By Size Of Company

Whole Sample

Year	Mean	Standard Deviation	N	Range
1978	153.4	211.4	316	0 - >999
1979	163.6	219.9	316	0 - >999
1980	164.1	223.5	312	0 - >999

1978

Size	Mean	Standard Deviation	N	F	p
Small Annual Sales	59.0	92.4	140		
Large Annual Sales	260.9	257.0	135	75.654	<.001
Small Number of Employees	56.5	72.5	163		
Large Number of Employees	275.2	261.4	134	103.645	<.001

1979

Small Annual Sales	68.1	113.0	144		
Large Annual Sales	273.4	262.7	140	73.319	<.001
Small Number of Employees	64.5	90.7	168		
Large Number of Employees	288.0	267.3	139	102.423	<.001

1980 (projected)

Small Annual Sales	67.6	131.1	143		
Large Annual Sales	274.5	259.0	137	71.448	<.001
Small Number of Employees	61.2	92.1	169		
Large Number of Employees	299.3	269.7	134	114.099	<.001

Table 4.
Who Is Being Transferred By
Large And Small Companies

Company Size By Sales (N=333)

	Small	Large	Total
Primarily Male	76.4%	55.8%	65.8%
Male and Female	23.6	44.2	34.2
Primarily Female	-	-	0

chi-square = 15.649, df=1, $p < .001$

Company Size By Number of Employees (N=357)

Primarily Male	71.5	56.1	64.1
Male and Female	28.5	43.9	35.9
Primarily Female	-	-	0

chi-square = 9.145, df=1, $p = .003$

Table 5.
Perceptions Of Employee Resistance
To Requests To Relocate

	Company Size By Number of Employees (N=356)		
	Small	Large	Total
More	58.4%	76.0%	66.9%
Less	0	0.6	0.3
Unchanged	28.1	17.0	22.8
Usually None	13.5	6.4	10.1

Chi-square = 14.480, df=3, p=.003

Table 6.
Why Employees Refuse Relocation

	Rank 1	2	3	4	5	6
Reluctance of spouse/children N=318	19.8%	36.8%	28.0%	12.6%	1.9%	.9%
Community less desirable N=305	11.2	28.9	27.2	20.7	11.8	.3
Interfere with spouse's career N=296	1.0	6.1	19.9	28.0	44.3	.7
Feeling new assignment not sufficient advancement N=300	4.3	18.3	14.3	29.7	32.7	.7
Financial considerations N=338	68.6	16.3	10.4	3.3	1.5	—

Other Responses
N=12

Few refusals (6)
Geography (3)
Miscellaneous (3)

Table 7.
Relocation Services Routinely Provided,
Ordered By Frequency

Service	Percent Offering Service	N
Moving and Transit Costs	98	365
Interim Living Costs	95	354
Assistance in Finding Mortgage	70	260
Purchase of Home Unsold after Transfer	66	245
Counseling on Schools, Communities	50	188
None of Above	2	9
Other Services		
Housing	21	78
Bonus	3	12
Loans	2	9

Table 8.
Spouse Assistance Likely
To Be Provided

Service	Rank					
	1	2	3	4	5	Blank
Job Counseling N=147 (39%)	82	45	17	3		227 (61%)
Locating Job in Firm N=96 (26%)	28	23	33	11	1	278 (74%)
Program With Other Companies N=36 (10%)	1	2	14	18	1	338 (90%)
Informal Contacts With Other Companies N=252 (67%)	152	87	12	1	--	122 (33%)

Other Assistance

Job Finding N=5

Financial N=7

"Only if asks" N=6

Blank=356

Table 9.
Interest In Geographic Pooling
Of Available Positions

	Size by Annual Sales (N=330)		
	Small	Large	Total
Very Interested	11.3%	12.4%	11.8%
Somewhat Interested	38.1	51.8	45.2
Not At All Interested	26.3	11.2	18.5
Uncertain	24.4	24.7	24.5

chi-square = 13.616, df=3, p=.004

	Size By Number of Employees (N=355)		
Very Interested	11.8	12.4	12.1
Somewhat Interested	37.1	52.7	44.5
Not At All Interested	25.8	10.1	18.3
Uncertain	25.3	24.9	25.1

chi-square = 16.845, df=3, p<.001

Table 10.
Content Analysis Of Course Of Action
Respondents Thought Best When Spouse's
Career Needs Impede Employee's Relocation

Response	Percent	N
Counseling	26.7	74
Help Spouse Find Job	23.8	66
"Keep Hands Off"	19.1	53
Don't Relocate	16.3	45
Examine Each Case Separately	7.6	21
Don't Know	3.6	10
Tell Employee What Effects Will Be	2.2	6
		275

Table 11.
Policies Regarding Employing Couples In Same Company And Policy of Employing Them In Same Department Or Function, By Size of Company

	Size by Annual Sales (N=324)		
	Small	Large	Total
Forbid Couples in Same Company			
Yes	25.0%	9.5%	17.0%
No	74.0	89.3	82.1

chi-square =13.872, df=2, p<.001

Forbid Couples in Same Department or Function			
Yes	80.3	65.5	72.3
No	17.0	31.6	24.8

chi-square = 9.154, df=2, p=.011

	Size by Number of Employees (N=348)		
Forbid Couples in Same Company			
Yes	28.1	8.8	18.7
No	70.8	90.0	80.2

chi square = 21.286. df=2, p<.001

Forbid Couples in Same Department or Function			
Yes	82.9	63.9	73.5
No	15.4	32.0	23.5

chi square = 15.911, df=2, p <.001

Table 12.
Attitudes About Married Couples Pursuing Careers Within The Same Company, By Size Of Company

	Company Size by Annual Sales (N=320)		
	Small	Large	Total
It's a great idea	4.5%	6.7%	5.6%
Company gains overall	19.7	25.8	22.8
Creates more problems than it solves	30.6	26.4	28.4
It's a bad idea	9.6	7.4	8.4
Would not allow it	10.8	2.5	6.6
I don't care	24.8	31.3	28.1

chi-square = 12.694, df=5, p=.027

	Company Size by Number of Employees (N=347)		
It's a great idea	3.9	7.2	5.5
Company gains overall	17.7	26.5	21.9
Creates more problems than it solves	30.9	26.5	28.8
It's a bad idea	11.0	6.0	8.6
Would not allow it	9.4	3.6	6.6
I don't care	27.1	30.1	28.5

chi-square = 12.630, df = 5, p=.028

Table 13.
Attitudes On Two-Career Couples
As Parents

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	N
Among two-career couples in our company, parenting responsibilities are primarily assumed by women.	35.1%	55.4%	7.8%	1.7%	345
Among two-career couples in our company, men are increasingly feeling the need to share parenting responsibilities.	12.4	70.7	14.5	2.4	330
Realistically, certain positions in my firm cannot be attained by a woman who combines career and parenting.	13.2	27.0	31.8	27.9	355
Realistically, certain positions in my firm cannot be attained by a man who combines career and parenting.	10.7	25.9	34.1	29.3	355

Table 14.
Policies And Practices Regarding Parenting Benefits; Attitudes About These Practices

	Have Such Practice	Do Not Have Practice	Uncertain	Favor Such Practice	Do Not Favor Practice	N
Flexible working hours	37.2%	61.1%	1.6%	73.1%	26.6%	337
Maternity benefits	95.7	3.5	.8	94.0	5.6	335
Paternity benefits	8.6	86.2	5.3	25.6	74.0	312
Adoption benefits	10.3	82.1	7.5	42.2	57.5	308
Flexible work places	7.9	84.5	7.6	34.8	64.9	305
Sick leave for children's illness	28.9	65.3	5.8	43.5	56.5	322
Leave without pay, position assured	65.3	29.4	5.3	68.6	31.4	325
On-site child care	1.1	98.1	.8	20.2	79.8	331
Subsidies for child care	.8	98.3	.8	8.8	91.2	329
Monetary support of community-based childcare facilities	18.6	74.4	6.9	54.3	45.7	328
"Cafeteria" approach to employee benefits	7.9	90.7	1.4	62.3	37.7	329

Table 15.
Formal Or Informal Assistance
In Providing Flexibility For
Two-Career Parents

	Company Size by Annual Sales (N=327)		
	Small	Large	Total
Yes	9.9%	21.7%	15.9%
No	79.5	57.2	68.2
Uncertain	10.6	21.1	15.9

chi-square = 18.734, df=2, p .001

	Company Size by Number of Employees (N=327)		
Yes	10.8	23.4	16.7
No	76.3	56.3	66.9
Uncertain	12.9	20.4	16.4

chi-square = 16.631, df=2, p<.001

Table 16.
How Catalyst Could Help

	Percent Responding (N=146)
Information and Education	29%
Research	22
Counseling	3
Answers on childcare	6
Don't Know	19
The problems are just too complex	21

In October we sent four-page questionnaires to Chief Executive Officers and Chief Financial Officers of the Fortune 1300 corporations in the hope that we could obtain responses from two different members of each corporation. Questionnaires were number-coded so that companies could be identified.

Almost all responding companies returned only one questionnaire. The 40 duplicates were therefore removed, and the 374 discrete companies' responses (which represented a 29% response rate) were coded for analysis.

The following tables offer a description of respondents by:

A. Size of company (annual sales in millions)

B. Size of company (number of employees)

We categorized questionnaires according to the Standard Industrial Classification provided by the Dun and Bradstreet Million Dollar Directory.

Table C provides a breakdown of companies responding. Since manufacturing was the largest category of response, we have listed a finer breakdown of this category in Table D. The geographic breakdown in Table E reveals that a national sample of companies was achieved. The largest percentage of responses from one state was 18.9% (from New York; 16.2% were from New York City). Ohio provided 10.5% of the responses; California with 7.0% ranked third.

Table F describes four key characteristics of the Corporate Survey respondents. The profile of a "typical" respondent was that of a 50-year-old male who was not a member of a two-career family. He represented a $600 million-a-year manufacturing company grossing $600 million-a-year, based in New York City and employing 9,000 people.

Table A.
Companies Categorized
By Annual Sales

Sales in Millions (N=337)	Number	Percent	
< 100M	8	2.4	
100 - 199	48	14.2	
200 - 299	40	11.9	
300 - 499	40	11.9	
500 - 699	26	7.7	(48.1%)
	162		
700 - 999	29	8.6	
1000 - 1699	42	12.5	
1700 - 1999	90	26.7	
> 2000	14	4.2	
	175		

Table B.
Companies Categorized
By Number Of Employees

Number of Employees (N=364)	Number	Percent	
1,000	10	2.8	
1,000 - 1,999	27	7.4	
2,000 - 3,999	64	17.6	
4,000 - 6,999	54	14.8	
7,000 - 9,999	34	9.3	(51.9%)
	189		
10,000 - 19,999	48	13.2	
20,000 - 49,999	67	18.4	
50,000 - 99,999	40	11.0	
100,000	20	5.5	
	175		

Table C.
Kinds Of Companies Responding

	(N=365)
Agriculture	.5%
Mining	3.6
Construction	.8
Manufacturing*	64.1
Transportation, Communication, Public Utilities	9.0
Retail Trade	4.4
Finance/Insurance/Real Estate	16.4
Services	1.1

* A finer breakdown of "manufacturing" appears in Table D

Table D.
Types Of Manufacturing Companies
Responding

Food	6.6%
Tobacco	.8
Textile	2.5
Apparel	1.1
Lumber/Wood	1.6
Furniture	.3
Paper and Allied Products	4.7
Printing/Publishing	3.3
Chemicals	8.2
Petroleum Refining	1.1
Rubber	2.7
Primary Metal	4.1
Fabricated Metal	2.7
Machinery	9.3
Electrical/Elec. Equipment	4.7
Transportation Equipment	4.9
Measuring/Analyzing Instruments	2.5
Misc. Manufacturing	1.6

Table E.
Geographic Breakdown
(N=365)

Northeast	
Massachusetts	3.0%
Rhode Island	.8
Maine	.3
Connecticut	5.5
New Jersey	4.4
New York	18.9
Pennsylvania	6.8
Delaware	.5
Washington D.C.	.8
Maryland	1.1
Ohio	10.5
Indiana	1.6
Michigan	3.0
TOTAL	57.2

North Central	
Iowa	1.6
Wisconsin	2.7
Minnesota	5.1
Missouri	1.4
Nebraska	.8
Arkansas	.3
Oklahoma	.5
TOTAL	12.4

Northwest	
Idaho	.5%
Oregon	1.4
Washington	.3
TOTAL	2.2

Southeast	
Virginia	1.1
North Carolina	1.6
South Carolina	.8
Georgia	.5
Florida	1.4
Alabama	.5
Tennessee	.5
Mississippi	.3
Kentucky	.5
Louisiana	.3
TOTAL	7.5

Southwest	
Texas	3.8
Colorado	.8
Arizona	.3
California	7.0
Hawaii	.3
TOTAL	12.2

Table F.
The Respondents

Age	Percent	Number	
Under 25	.3	1	
25-34	9.3	34	
35-44	32.4	119	
45-54	40.6	149	
55-64	16.6	61	
65 and over	.8	3	
		356	Blank=7

Sex			
Male	85	264	
Female	15	47	
		311	Blank=63

Member of a two-career family			
Yes	35.9	128	
No	63.9	228	
		356	Blank=18

Title		
VP Personnel	18.2	67
Director-Personnel	9.2	34
Division Director-Personnel	7.1	26
Manager-Personnel	13.6	50
Top Financial Officer	7.1	26
Unknown	44.8	171

Table 1.
Age of Participants

	Total Wives	Total Husbands
Number of Participants	815	815
Median Age:	31.0	32.8
Age*		
21 - 25	9.7%	5.5%
26 - 30	35.2	25.5
31 - 35	27.3	32.1
36 - 40	14.8	17.1
> 40	13.1	19.3

* Participants were categorized by age for finer analyses. The largest number of wives was in the 26-30 year category; the largest number of husbands was in the 31-35 year category.

Table 2.
Education

	Wives	Husbands
Years of School	100% (N=808)	100% (N=802)
High school or less	3.3	4.2
Some college	19.5	14.4
College graduate	44.0	41.3
Postgraduate	33.0	39.8
Graduate Degrees	100% (N=274)	100% (N=332)
M.B.A.	28.8	24.4
Other M.A.	43.1	30.4
Ph.D.	7.7	13.9
M.D.		5.1
Other Health	.4	.9
J.D.	8.4	17.2
Graduate student	11.7	7.8

Note: Tables may not add up to 100% because of rounding error.

Table 3.
Earned Income

Total Couples (N=762)	Median = $47,333
Wives (N=791)	Husbands (N=789)
Median = $19,987	Median = $24,872

Age	Mean Income	Mean Income
21-25	$16,583	$16,761
26-30	20,937	24,078
31-35	23,554	26,992
36-40	25,848	35,240
40	32,611	41,731
	$23,451	$30,001

F (4,776)=25.442, $p<.001$ F (4,775)=41.927, $p<.001$

Table 4.
Descriptors Of Work

Type of Work	Wives (N=797)	Husbands (N=791)
Professional	34.9%	42.6%
Sales	9.9	11.3
Technical	6.3	11.6
Managerial	34.0	24.3
Clerical	5.3	.5
Professional and Managerial	4.9	3.8
Professional and Technical	3.1	3.2
Other	1.3	2.7

Job Titles	Wives (N=792)	Husbands (N=773)
Vice President	3.8	6.6
Director, Major Function	2.3	2.3
Director, Small Line	2.9	4.3
Director, Small Staff	6.2	4.0
Assistant Vice President	3.0	1.6
Manager	16.9	13.0
Professional Staff	33.3	44.6
Administrator	5.1	3.8
Lower Levels	26.5	19.8

Table 5.
Descriptors Of Employers

Type of Employer	Wives (N=771)	Husbands (N=743)
Agricultural	1.0%	6.6%
Mining	5.5	
Construction	2.1	
Manufacturing	33.7	24.6
Transportation	11.8	23.8
Wholesale	1.3	6.7
Retail	4.8	
Finance	17.6	10.8
Services	21.4	
Other Professional		9.0
Entrepreneur		7.1
Civil Service		10.1

Size of Company (Annual Sales in Millions)	Wives (N=735)	Husbands (N=734)
1-10	5.7%	12.9%
11-50	11.2	13.7
51-100	9.0	8.7
101-200	7.6	7.4
201-1000	13.2	12.2
1001-2000	9.3	5.7
2001-5000	10.1	8.8
5001-10,000	7.1	5.7
10,001-100,000	22.7	17.4
>100,000	4.2	2.9

Table 6.
Descriptors Of Career

	Wives (N=815)	Husbands (N=815)	t	p
Years in career				
Mean	7.3	9.5	-9.491	<.001
Median	5.0	7.0		
Years in present position				
Mean	3.1	4.4	-6.706	<.001
Median	3.1	1.9		
Hours worked at home				
Mean	4.0	4.2		ns
Median	1.0	0.0		
Distance to work (miles)				
Mean	13.7	13.8		ns
Median	9.5	9.4		
Proportion of week traveling				
Mean	9.0%	10.0%		ns

Table 7.
Housing

Housing Status (N=801)	Percent
Homeowner	86.5
Renter	12.2
Both	1.3

Type of Housing	
Single family, detached	74.8
Town House	7.1
Multifamily	7.9
Condominium	5.7
Other	2.0
Two dwellings	2.5

Table 8.
Geographic Breakdown By Region
(N=795)

Northeast	
Massachusetts	3.5%
New Hampshire	.4
Maine	.1
Connecticut	2.1
New Jersey	3.5
New York	9.9
Pennsylvania	4.9
Delaware	.3
Maryland	4.2
Ohio	2.6
Indiana	3.0
Michigan	5.6
	40.1

North Central	
Iowa	6.3
Wisconsin	3.9
Minnesota	2.3
North Dakota	.1
Illinois	4.0
Missouri	.3
Kansas	.9
Nebraska	.4
Oklahoma	1.2
	13.4

Northwest	
Idaho	.8
Oregon	.9
Washington	1.7
	3.4

Southeast	
Virginia	5.5
Georgia	2.5
Florida	3.9
Alabama	.4
Tennessee	.8
Mississippi	.1
Kentucky	.8
Louisiana	1.6
	15.6

Southwest	
Texas	9.8
Colorado	.9
Utah	.3
Arizona	.5
New Mexico	.4
California	14.6
	26.5

Table 9.
How Couples Choose Location

	Rank (Percent chosen)				
	1	2	3	4	Not Chosen
Economic considerations					
Wives (N=815)	14.6%	11.3%	13.5%	9.1%	51.5%
Husbands (N=815)	16.3	11.0	15.0	10.2	47.5
Availability of transportation					
Wives	2.0	5.5	6.9	6.4	79.2
Husbands	1.7	6.0	6.3	7.1	78.9
Distance from job					
Wives	9.0	8.5	9.7	9.1	63.8
Husbands	8.5	11.0	11.2	8.8	60.5
Distance from spouse's job					
Wives	5.8	12.8	10.0	9.3	62.2
Husbands	4.7	9.2	7.1	10.3	68.7
Job opportunity for self					
Wives	13.7	12.1	9.8	7.2	56.9
Husbands	26.9	11.0	6.9	5.4	49.8
Job opportunity for spouse					
Wives	22.0	15.3	5.5	8.5	48.7
Husbands	7.6	16.0	6.7	6.4	63.3
Proximity to relatives/friends					
Wives	4.5	3.8	6.9	6.4	78.4
Husbands	3.0	5.2	5.8	4.7	81.5
Cultural environment					
Wives	7.1	7.6	8.5	10.2	66.6
Husbands	6.9	9.0	10.7	10.0	63.6
School systems					
Wives	2.5	4.8	5.8	4.7	82.3
Husbands	2.8	4.0	5.6	5.2	82.3
Climate/lifestyle					
Wives	15.0	11.8	12.3	11.0	50.0
Husbands	16.1	10.6	11.2	10.1	52.1
Other					
Wives	3.6	1.2	.9	.1	95.6
Husbands	3.0	.6	.2	.1	96.1

Table 10.
Relocation Issues

	Wives (N=804)	Husbands (N=804)
Have you relocated for your own job?		
Yes	20.8%	39.6%
No	79.2	60.3
Should companies help spouse of relocated employee?		
Yes	90.3	89.1
No	8.7	10.3
Would you move for spouse?	Wives (N=803)	Husbands (N=800)
Yes	19.1%	12.9%
Yes, if I could maintain career level	29.6	28.6
If I find a job	2.1	1.3
If it's his or her turn	.6	.1
If it's easier for me to find a job	2.9	1.8
If net gain is irresistible	34.4	35.9
No	4.9	11.1
Uncertain	5.2	7.8
Other	1.3	.6

Table 11.
Type Of Company Assistance
Provided To Relocating Employees

Assistance		Percent
Locating suitable community		
	Wives (N=167)	25.7
	Husbands (N=318)	18.9
Financing home purchase		
	Wives	15.0
	Husbands	13.5
Purchasing home		
	Wives	22.8
	Husbands	21.7
Finding job for spouse		
	Wives	7.8
	Husbands	6.0
Counseling on school, community, etc.		
	Wives	12.0
	Husbands	13.5
Other Services		
Moving		
	Wives	42.5
	Husbands	21.7
Transfer bonus		
	Wives	2.4
	Husbands	1.6
No assistance provided		
	Wives	45.5
	Husbands	15.1

Table 12.
Assistance That Would Be Most Helpful

	Rank (Percent Chosen)					
	1	2	3	4	5	Not Chosen
Job counseling						
Wives (N=815)	32.5%	17.1%	17.4%	18.7%	.1%	14.2%
Husbands (N=815)	29.1	14.7	17.3	18.0	.1	20.9
Offer spouse comparable job						
Wives	10.1	7.0	14.5	40.0	.9	27.7
Husbands	11.8	8.0	13.3	32.8	1.0	33.3
Informal placement						
Wives	28.3	37.2	18.3	2.5	.1	13.6
Husbands	29.0	29.1	18.0	3.7	.1	20.2
Reciprocal arrangements						
Wives	20.2	25.0	26.6	6.4	.1	21.6
Husbands	16.4	27.4	21.6	7.2	.1	27.4
Other						
Wives	1.7	1.0	.6	.1	.7	95.8
Husbands	1.3	.7	.6	.5	.4	96.3

Table 13.
Whose Career Is More Important?

Age	Wives (N=805)	Husbands (N=799)
Mine	**7.3%**	**23.2%**
21-25	6.3	23.3
26-30	7.4	18.6
31-35	5.9	23.3
36-40	8.3	24.3
>40	9.8	27.9
Spouse's	**19.1%**	**5.0%**
21-25	24.1	7.0
26-30	14.8	5.4
31-35	16.8	3.9
36-40	19.2	3.6
>40	32.4	7.1
Both Equal	**73.5%**	**71.8%**
21-25	69.6	69.8
26-30	77.8	76.0
31-35	77.3	72.9
36-40	72.5	72.1
>40	57.8	64.9

Table 14.
Career Or Family: Which Is More Important

	Age of wife 21-25	26-30	31-35	36-40	40	TOTAL
Top concern now						
Career	44.7%	46.2%	33.6%	25.7%	43.6%	39.3%
Family	50.0	50.5	63.5	71.7	56.4	57.8
Outside interests	5.3	3.2	2.8	2.7		2.8

chi-square = 24.399, df=8, p=.003
N=778

Top concern - ten years						
Career	13.3	31.4	29.4	45.7	31.0	31.2
Family	81.3	64.2	59.7	49.1	51.0	60.7
Outside interests	5.3	4.4	10.9	5.2	18.0	8.1

chi-square = 46.339, df=8, p<.001
N=776

	Age of husband					
Top concern now						
Career	26.2	36.2	31.5	31.1	30.2	32.1
Family	57.1	55.3	60.6	60.0	64.4	59.7
Outside interests	16.7	8.5	7.9	8.9	5.4	8.2

chi-square = 8.279, ns
N=779

Top concern - ten years						
Career	17.1	18.1	20.0	25.0	13.4	19.0
Family	75.6	74.9	70.0	60.3	62.4	68.4
Outside interests	7.3	7.0	10.0	14.7	24.2	12.6

chi-square = 32.374, df=8, p<.001
N=775

Table 15.

Decisions About Children As A Function Of Wife's Age

	Age					
	21-25	26-30	31-35	36-40	>40	TOTAL
Decided no	9.1%	13.8%	21.8%	20.4%	16.3%	16.8%
Undecided	10.4	20.1	10.2	1.8	1.0	11.3
In conflict	9.1	7.5	1.5	2.7		4.3
Want in future	58.4	33.6	15.5	2.7	2.0	22.6
Have one or more	13.0	23.9	45.6	61.1	72.4	40.4
Unable or other	—	1.1	5.4	11.5	8.2	4.6
TOTAL PERCENT	10.1	35.2	27.0	14.8	12.9	100.0
TOTAL NUMBER	77	268	206	113	98	762

chi-square = 270.754, df=24, $p < .001$

Table 16.
Anticipated Family Size
As A Function Of Wife's Age

Anticipated number of children	Age of wife (N=359)					
	21-25	26-30	31-35	36-40	> 40	TOTAL
1	11.9%	22.0%	34.4%	24.0%	25.0%	23.7%
2	71.2	71.8	57.8	64.0	50.0	67.1
3 or more	16.9	6.2	7.8	12.0	25.0	9.2
Total percent	16.4	49.3	25.1	7.0	2.2	100.0

chi-square = 18.513, df=8, p=.019

Table 17.
Time Off For Birth Of Child

	Wives		Husbands
Were you employed?			
Yes	68.5% (N=257)		94.3% (N=367)
No	32.0 (N=118)		5.7 (N=22)
Did you take time off?			
Yes	96.0% (N=238)		19.7% (N=66)
No	4.0 (N=15)		80.2 (N=269)
How much time?			
1- 8 weeks	36.6%	1 week	59.0%
9-18 weeks	31.6	2 weeks	22.7
20-33 weeks	18.8	3 weeks	3.0
34-52 weeks	6.2	4 weeks	4.6
>53 weeks	3.8	>5 weeks	9.0
Median = 12 weeks		Median = <1 week	

Table 18.
Arrangements For Time Off

	Percent* (N=257 wives)
Maternity leave	39
Personal time	5
Sick leave	10
Disability	13
Vacation	10
Unpaid leave	25
I left my job	15
I was self-employeed	4
Other - Part-time	3

* Multiple responses account for the fact that total percentage is greater than 100%.

Table 19.
Childcare Provisions

	Age of Child					
	<1	1.1-5	5.1-13	13.1-18	Grown	Total
Relative	17.2%	7.6%	13.5%	2.4%		10.1%
Older Child	3.1	2.2	10.4			4.4
Sitter	57.8	48.9	24.0		8.3	33.8
Nursery/childcare center	14.1	37.0	3.1	2.4		14.8
Afterschool program			7.3			2.2
Themselves		3.1	37.5	75.6	20.8	23.3
Other	4.7	4.3	4.2	19.5	70.8	11.4
TOTAL	7.1	32.1	30.3	12.9	7.6	100.0% (N=317)

chi-square = 300.252, df=24, $p < .001$

Table 20.
Mean Feelings About Current Child Care
Mean Feelings About Effects On Children
Of Having Two Parents With Careers

	Wives (N= 356)	Husbands (N=358)	t	p
Feelings about current childcare arrangements*	5.654	5.369	2.190	.03
	Wives (N=366)	**Husbands (N=366)**	**t**	**p**
Effect on children**	5.612	5.292	8.997	<.001

* Participants checked a scale ranging from 1 (very dissatisfied) to 7 (very satisfied).

** Participants checked a scale ranging from 1 (mostly negative effects) to 7 (mostly positive effects).

Table 21.
Division Of Responsibilities

Responsibility	Difference in Means*	Standard Deviation	N	t	p
Childcare	.855	1.393	337	11.246	<.001
Grocery, household shopping	1.269	1.954	797	18.318	<.001
Cleaning, housework	1.147	1.520	734	20.432	<.001
Cooking	1.418	2.028	790	19.639	<.001
Car, home maintenance, repair	-2.273	1.588	783	-40.023	<.001
Disciplining children	.053	1.022	342	.951	ns
Handling finances, paying bills	.393	2.556	799	4.343	<.001
Laundry	1.671	2.064	753	22.195	<.001
Yard work, gardening	-1.369	1.866	662	-18.861	<.001
Caring for pets	.162	1.892	451	1.814	ns
Major purchases	- .210	.787	786	-7.477	<.001
Major decisions	- .217	.955	792	-6.394	<.001
Difference in Responsibility Score**	1.983	7.912	805	7.105	<.001

* Participants rated themselves on the following scale:

1=I have all or almost all of the responsibility.
2=I have most of the responsibility.
3=The responsibility is about equally divided.
4=My spouse has most of the responsibility.
5=My spouse has all or almost all of the responsibility.
6=Not applicable.

For scoring purposes, all "6" responses were dropped from the analysis. Ratings were then reversed so that higher numbers indicate more responsibility; 3="we share responsibility equally." The difference in the means between wives and husbands appears in column 1.

** The Responsibility Score is the sum scores for all 12 items.

Table 22.
Detailed Responses To
Division Of Responsibilities

		Percent Answering					
	N	I have all	I have most	Equally divided	Spouse has most	Spouse has all	Not applicable
Childcare							
Wives	781	5	6	22	2	1	55
Husbands	786	6	3	25	16	4	53
Shopping, groceries							
Wives	811	29	27	33	6	4	.5
Husbands	804	4	7	37	32	19	.5
Cleaning, housework							
Wives	807	17	36	37	3	1	6
Husbands	805	2	7	43	34	10	4
Cooking							
Wives	809	31	29	27	9	3	1
Husbands	803	4	7	28	35	24	1
Car, home maintenance							
Wives	810	2	5	20	37	35	2
Husbands	805	47	35	15	2	2	1
Disciplining children							
Wives	788	2	6	35	2	1	54
Husbands	787	2	6	35	4	1	52
Handling finances							
Wives	809	26	17	30	13	14	.3
Husbands	806	16	16	28	20	19	.1
Laundry							
Wives	807	37	24	26	4	4	5
Husbands	806	5	6	28	27	30	4
Yardwork, gardening							
Wives	802	4	6	31	25	20	15
Husbands	800	25	27	27	6	3	13
Caring for pets							
Wives	797	7	9	32	7	4	40
Husbands	788	6	10	30	10	6	38
Major purchases							
Wives	807	1	2	87	7	1	1
Husbands	806	4	11	82	2	1	1
Major decisions							
Wives	808	2	5	83	8	2	.4
Husbands	805	5	14	77	3	1	.8

Table 23.
Comparison Of Problems For Participants With Children And Without Children

Problems	Overall (N=815)	Have Kids	No Kids	t	p
Mean For Wives					
Relocation issues	.693	.545	.885	-4.326	<.001
Financial issues	1.020	1.080	.942	1.748	ns
Child care	.698	.961	.284	9.127	<.001
Allocation of time	2.007	2.179	1.785	5.233	<.001
Poor Communication	.978	1.081	.846	3.195	.002
Travel	.688	.753	.604	2.204	.028
Conflicts - housework	.921	.985	.837	1.976	.049
Conflicts - children	.632	.863	.260	8.305	<.001
Conflicts - meals	.592	.643	.525	1.860	ns
Alcohol or drug abuse	.152	.134	.176	-1.066	ns
Differences in interests	.728	.693	.773	-1.191	ns
Infidelity, affairs	.138	.135	.143	- .208	ns
Mean For Husbands					
Relocation issues	.699	.596	.829	-2.810	.006
Financial issues	1.042	1.039	1.047	- .096	ns
Childcare	.680	.997	.194	11.885	<.001
Allocation of time	1.633	1.720	1.521	2.428	.015
Poor communication	.968	1.021	.898	1.0745	ns
Travel	.662	.717	.590	1.984	.048
Conflicts - housework	.837	.892	.767	1.837	ns
Conflicts - children	.582	.768	.300	7.179	<.001
Conflicts - meals	.535	.590	.463	2.075	.039
Alcohol or drug abuse	.177	.169	.188	- .493	ns
Differences in interests	.728	.711	.751	- .646	ns
Infidelity, affairs	.110	.118	.098	.586	ns

Table 24.
Open-Ended Responses To:
What Are The Problems In Attempting
To Combine Career And Marriage?

Response	Wives (N=253)	Husbands (N=171)
Conflict over whether to have children	121	117
Role	108	52
Fatigue	39	40
Competition	26	68
Lack of sharing	22	2
Vacations	12	1
Miscellaneous	47	2
"None"	17	
	392	282

Note: Participants had ample room for multiple responses. Wives were more likely to answer.

Table 25.
Mean Ratings Of Competitiveness:
Comparison For Husbands And Wives;
Comparisons By Age

	Wives (N-812)	Husbands (N=802)	t	p
Feel Or Act Competitive With Spouse	2.283	1.794	8.122	<001
Age 21-25	2.658	2.140		
26-30	2.414	1.738		
31-35	2.338	1.888		
36-40	2.092	1.709		
40	1.755	1.693		

F (4,807)=4.927, p<001
(Wives over 40 feel less competitive than those in other age groups).

F(4,797)=1.711, ns

	Wives (N=809)	Husbands (N=801)	t	p
Concerned About Future Competitiveness	2.491	1.909	8.997	<001
Age 21-25	2.835	2.767		
26-30	2.658	1.951		
31-35	2.445	2.039		
36-40	2.183	1.716		
40	2.226	1.569		

F(4,804)=3.321, p=.011
Paired comparisons are not significant

F(4,796)=13.493, p<001
Husbands aged 21-25 were most concerned; husbands over 40 were least concerned.

Table 26.
Open-Ended Responses To:
What Would Make The Combination
Of Career And Marriage Easier
For You?

Responses	Wives (N=656)	Husbands (N=493)
Household help	314	70
Child care	73	37
More time	208	166
More money	87	108
Spouse to share more	98	
Less conflict over roles	40	45
Better employer policies	163	39
Less competition	15	12
More success	35	147
Miscellaneous	52	71
	1085*	695

* Participants had ample room for multiple responses. Wives were more likely to answer.

Table 27.
Advantages Of Combining
Career And Family

	N	Percent Choosing	Rank 1	2	3	Not Chosen
More money						
Wives	629	77.2	33.3	22.9	21.0	22.8
Husbands	645	79.1	40.8	18.8	19.4	21.1
More in common						
Wives	204	25.0	3.6	10.1	11.3	75.1
Husbands	232	28.5	8.5	10.1	10.0	71.5
More to talk about						
Wives	136	16.7	1.6	5.6	9.4	83.3
Husbands	152	18.7	2.2	5.9	10.4	81.5
Children have two parents						
Wives	37	4.5	.9	1.8	1.8	95.5
Husbands	42	5.2	.7	2.8	1.5	95.0
More freedom						
Wives	162	19.9	3.4	8.6	7.9	80.1
Husbands	165	20.2	2.7	8.0	9.2	79.8
More freedom						
Wives	276	33.9	6.9	14.7	12.3	66.1
Husbands	365	44.8	10.1	20.9	13.6	55.5
Autonomy for both						
Wives	415	50.9	23.2	16.4	11.3	49.1
Husbands	369	45.3	17.7	14.6	12.8	55.0
Growth						
Wives	404	49.6	21.1	14.7	13.6	50.6
Husbands	312	38.3	11.9	13.3	12.9	62.0
Children have male and female role models						
Wives	88	10.8	.6	2.6	7.6	89.2
Husbands	74	9.1	.9	2.6	5.5	90 9
Self-actualization						
Wives	64	7.9	4.9	1.5	1.5	92.1
Husbands	39	4.8	3.3	.7	.7	95.2

Table 28.
Disadvantages Of Combining
Career And Family

	N	Percent Choosing	Rank 1	Rank 2	Rank 3	Not Chosen
Not enough time together						
Wives	483	59.3	33.4	15.0	10.9	40.7
Husbands	522	64.0	36.8	14.5	12.8	36.0
Too much pressure						
Wives	376	46.1	13.6	16.6	16.0	53.9
Husbands	250	30.7	9.2	12.0	9.4	69.3
Too much to do						
Wives	521	63.9	24.5	24.0	15.3	36.1
Husbands	435	53.4	16.9	21.6	14.8	46.6
Not enough leisure						
Wives	420	51.5	8.5	20.4	22.7	48.5
Husbands	391	48.0	10.0	20.0	18.0	52.0
No one has full-time concern with household						
Wives	134	16.4	3.4	5.3	7.7	83.6
Husbands	158	19.4	5.0	5.5	9.0	80.6
No home backup						
Wives	74	9.1	2.8	3.2	3.1	90.9
Husbands	72	8.8	2.2	2.5	4.2	91.2
Not enough parenting						
Wives	85	10.4	3.6	2.9	3.9	89.6
Husbands	101	12.4	4.3	4.7	3.4	87.6
We're too self-involved						
Wives	113	13.9	3.2	5.2	5.5	86.1
Husbands	160	19.6	5.8	6.4	7.5	80.4
Insufficient freedom						
Wives	103	12.6	3.8	3.2	5.6	87.4
Husbands	114	14.0	4.0	4.0	5.9	86.1
Other role-conflic						
Wives	20	2.5	.7	.5	1.2	97.5
Husbands	10	1.2	.5	.4	.4	98.8

Table 29.
Comparison Of Mean Satisfaction Ratings
For Wives And Husbands

	Wives	Husbands	t	p
Satisfaction with career (N=794)	5.276	5.113	2.511	.011
Satisfaction with marriage (N=800)	6.084	6.076	.417	ns
Satisfaction with combination of career and marriage (N=799)	5.693	5.492	-1.671	ns

Table 30.
Comparison Of Wives And Husbands
On Perfectionism Items And
Perfectionism Score

Item *	Wives	Husbands	t	p
I set extremely high standards for my own performance at work.	3.620	3.362	6.986	<.001
I set extremely high standards for others performance at work.	3.113	2.906	4.511	<.001
I set extremely high standards for my performance as a parent.	3.278	2.934	5.444	<.001
When things go poorly at work, I tend to blame myself.	2.279	2.118	2.645	.009
When things go poorly at home, I tend to blame myself.	2.388	2.076	6.094	<.001
I worry that success in my career might interfere with my family life.	1.642	1.134	7.820	<.001
Mostly I find that I measure up to standards I set for myself.*	1.107	1.204	-2.147	.033
I set extremely high achievement standards for my children.	2.587	2.535	.534	>.500
I insist that my home be run properly.	2.424	2.117	5.327	<.001
Perfection Score***	2.428	2.203	8.532	<.001

*Items were scaled: 0=Not at all; 1=A little bit; 2=A moderate amount; 3=Quite a bit; 4=Very strongly; 5=Not applicable. "5" responses were dropped from analysis.

** Item 7 was reverse scored so that "4" was most negative

***Perfection Score is the mean of the nine items, with item 7 reversed.

Table 31.
Comparison Of Wives'And Husbands'
Scores On Perfectionism, Problems
And Stress

Measures	Mean - Wives	Mean - Husbands	t	p
Perfectionism	2.428	2.204	8.532	<001
Problems	.772	.726	2.965	.004
Stress	.865	.588	13.765	<001

Table 32.
Zero Order Product Moment Correlations Between Perfectionism, Problems And Stress: Standardized Regression Coefficients (β) Multiple Correlations (R) And Effect Sizes (R^2) For Wives And Husbands

Wives	r (Stress)	β	R	R^2
Problems	.467***	.467***	.467***	.218***
Perfection	.304***	.196***	.504***	.254***
Responsibility	.036	-.092**	.511**	.261***
Husbands				
Problems	.360***	.360***	.360***	.130***
Perfection	.282***	.226***	-.424***	.180***
Responsibility	-.063	-.123***	.441***	.194***

** $p \leq .01$
*** $p \leq .001$

A hierarchical multiple regression analysis was performed to determine the proportion of variance in stress accounted for by Perfectionism, over and above that accounted for by Problems. The scores on Responsibility assumed at home, while significantly related, did not add appreciably to the proportion of variance accounted for by symptoms.

A portion of the variance in Problems is itself accounted for by Perfectionism. The correlation between Problems and Perfectionism scores is .261*** for wives and .172*** for husbands.

Table 33.
Zero Order Product Moment Correlations Between Satisfaction With Career, With Marriage, With Combination Of Both, And Stress: Standardized Regression Coefficients (β), Multiple Correlations (R) and Effect Sizes (R^2) For Wives And Husbands

Wives	r (Stress)	β	R	R^2
Satisfaction with marriage	-.286***	-.286***	.286***	.082***
Satisfaction with career	-.271***	-.231***	.366***	.134***
Satisfaction with combination	-.338***	-.202***	.401***	.161***
Husbands				
Satisfaction with marriage	-.287***	-.287***	.287***	.082***
Satisfaction with career	-.282***	-.234***	.367***	.135***
Satisfaction with combination	.316***	-.190***	.396***	.157***

*** $p < .001$

Note: In spite of the fact that satisfaction with career and satisfaction with the way they've combined career and marriage are highly related (r_{wives} = .545***; $r_{husbands}$ =.613***), satisfaction with the combination of both accounts for an additional 3% of the variance in wives' symptoms, and 2% of the variance in husbands' symptoms.

Two-career couples were recruited by placing requests--usually an announcement of the intended survey--in the October or November issues of the following national magazines, selected on the basis of readership statistics: Savvy, Vogue, Glamour, and Working Woman.

In addition to the announcements in national magazines, UPI placed the request within a nationally-syndicated column which described the Center and its plans.

To insure that the top-earning women in the country who ordinarily don't read any of the above were reached, we mailed letters inviting the participation of qualified members of Catalyst's Corporate Board Resource.

To qualify for participation in the survey, the wife had to have a career within a corporation, while the husband could have any kind of career. We received more than 2,000 requests from couples interested in participating in the survey. Those responding were screened to insure eligibility and were sent a 12-page questionnaire. A total of 815 couples' responses were coded for analysis; two-thirds were rejected because the wife's career was not in business.

Sets of items for each of the scales are reproduced below, and scoring procedure is described.

1. Responsibilities

Using the following scale, indicate how responsibilities listed below are divided between you and your spouse.

1=I have all or almost all of the responsibility.
2=I have most of the responsibility.
3=The responsibility is about equally divided.
4=My spouse has most of the responsibility.
5=My spouse has all or almost all of the responsibility.
6=Not applicable.

a.	Child care	1 2 3 4 5 6
b.	Grocery, household shopping	1 2 3 4 5 6
c.	Cleaning; housework	1 2 3 4 5 6
d.	Cooking	1 2 3 4 5 6
e.	Car and home maintenance, repair	1 2 3 4 5 6
f.	Disciplining the children	1 2 3 4 5 6
g.	Handling the finances; paying the bills	1 2 3 4 5 6
h.	Laundry	1 2 3 4 5 6
i.	Doing yard work, gardening	1 2 3 4 5 6
j.	Caring for pets	1 2 3 4 5 6
k.	Making major purchases (e.g., a new car)	1 2 3 4 5 6
l.	Making major decisions (e.g., how to invest money)	1 2 3 4 5 6

For scoring purposes, all "6" (not applicable) responses were dropped from the analyses. Ratings were then reversed so that higher numbers indicate more responsibility. The Responsibility Score is the sum of scores for all 12 items.

Listed below are problems commonly mentioned by people attempting to combine career and marriage. For each of the problems, circle the number which most closely represents your feelings. (0=Almost never a problem; 1=Sometimes a problem; 2=Frequently a problem; 3=Almost always a problem.)

a. Relocation issues 0 1 2 3
b. Financial issues 0 1 2 3
c. Child care 0 1 2 3
d. Allocation of time 0 1 2 3
3. Poor communication 0 1 2 3
f. Travel 0 1 2 3
g. Conflicts over housework 0 1 2 3
h. Conflicts over children 0 1 2 3
i. Conflicts over meal preparation 0 1 2 3
j. Alcohol or drug abuse 0 1 2 3
k. Differences in personal interests 0 1 2 3
l. Infidelity, extramarital affairs 0 1 2 3

The Problem score is the mean of the 12 items.

Coefficient α was .66 for wives, and .67 for husbands.

To what extent do you agree with the statements listed below?
(0=Not at all; 1=A little bit; 2=A moderate amount; 3=Quite a bit; 4=Very strongly; 5=Not applicable.)

a.	I set extremely high standards for my own performance at work.	0 1 2 3 4 5
b.	I set extremely high standards for others' performance at work.	0 1 2 3 4 5
c.	I set extremely high standards for my performance as a parent.	0 1 2 3 4 5
d.	When things go poorly at work I tend to blame myself.	0 1 2 3 4 5
e.	When things go poorly at home I tend to blame myself.	0 1 2 3 4 5
f.	I worry that success in my career might interfere with my family life.	0 1 2 3 4 5
g.	Mostly I find that I measure up to standards I set for myself.	0 1 2 3 4 5
h.	I set extremely high standards for my children.	0 1 2 3 4 5
i.	I insist that my home be run properly.	0 1 2 3 4 5

For scoring purposes, all "5" (not applicable) responses were dropped from the analysis. Item "g" was reversed so that "4" was most negative. The Perfectionism Score is the mean of the 9 items, with item "g" reversed.

Coefficient α was .66 for wives, and .63 for husbands.

How much have the following problems bothered you during the past year? (0=Not at all; 1=A little bit; 2= A moderate amount; 3=Quite a bit; 4=Very much.)

a. Headaches	0	1	2	3	4	n. Feeling sad or depressed	0	1	2	3	4
b. Digestive problems	0	1	2	3	4	o. Feeling shy or self-conscious	0	1	2	3	4
c. Insomnia; trouble sleeping	0	1	2	3	4	p. Trouble concentrating	0	1	2	3	4
d. Constant worry/anxiety	0	1	2	3	4	q. Feeling tense or keyed up	0	1	2	3	4
e. Tiring easily	0	1	2	3	4	r. Irrational fears	0	1	2	3	4
f. Feeling guilty	0	1	2	3	4	s. Faintness or dizziness	0	1	2	3	4
g. Feeling I just can't go on	0	1	2	3	4	t. Stomach ulcers or colitis	0	1	2	3	4
h. Crying easily	0	1	2	3	4	u. Chest pains	0	1	2	3	4
i. Feeling lonely	0	1	2	3	4	v. Nausea, upset stomach	0	1	2	3	4
j. Feeling fat, gaining weight	0	1	2	3	4	w. Recurring diarrhea	0	1	2	3	4
k. Lack of interest or pleasure in sex	0	1	2	3	4	x. Chronic constipation	0	1	2	3	4
l. Feeling of worthlessness	0	1	2	3	4	y. Poor appetite	0	1	2	3	4
m. Feeling irritable or angry	0	1	2	3	4	z. Trouble getting your breath	0	1	2	3	4

This scale is adapted from the SCL-90 developed by Derogatis at Johns Hopkins University.

The Stress Score is the mean of the 26 items.

Coefficient α was .99 for wives, and .99 for husbands.

Catalyst Career and Family Center Staff

Felice N. Schwartz
President, Catalyst
Director, Career and Family Center

Baila Zeitz, Ph.D.
Director of Research

Susan Lund
Program Director

Marie Curry
Projects Coordinator

Betsy Niles
Catalyst Director of Publications

Catalyst Board of Directors

Donald V. Seibert, Chair*
Chairman of the Board
J. C. Penney Company, Inc.

Roger F. Murray*
Secretary, Treasurer
S. Sloan Colt Professor Emeritus
of Banking and Finance
Columbia University

The Honorable
Anne L. Armstrong*
Former Ambassador to England

The Honorable
Lucy Wilson Benson*
Former Under Secretary of State
Consultant

Christine Beshar*
Partner
Cravath, Swaine & Moore

Harold Burson*
Chairman
Burson-Marsteller

Fletcher L. Byrom
Chairman of the Board
Koppers Company, Inc.

Eleanor T. Elliott
Trustee, Barnard College
Governor, New York Hospital

James H. Evans
Chairman
Union Pacific Corporation

Kitty Carlisle Hart
Chairman
New York State Council on the Arts

Robert S. Hatfield*
Retired Chairman of the Board
The Continental Group, Inc.
President and Chief Executive Offi
The Society of The New York Hosp

Henry H. Henley, Jr.
Chairman
Duell, Peabody & Company, Inc.

Jing Lyman
Vice Chairman
The Foundation Center
Director, Women and Foundations
Corporate Philanthropy

Thomas C. Mendenhall
President Emeritus, Smith College

Norma T. Pace
Senior Vice President
American Paper Institute

Harold Proshansky
President, City University of
New York Graduate School
and University Center

Lewis H. Young
Editor-in-Chief, Business Week

Shirley Young
Executive Vice President, Marketing
Planning and Strategy Development
Grey Advertising, Inc.

*Member of Executive Committee